

President Bush pushes four federal agencies to share health data

Six practical tips for coping with electronic discovery requests when your company lands in court.

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COMPUTERWORLD

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Mass. Set to Mix Office With ODF

State will stick with Microsoft's apps but add plug-ins for open file format

BY ERIC LAI AND
CAROL SAWWA

Management

Massachusetts last week decided that its executive agencies for now will continue using Microsoft Office instead of switching to alternative desktop applications. But by Jan. 1, in keeping with a controversial policy announced last year, the state plans to start adding plug-in software that will let its Office users create and save files in the industry-standard OpenDocument format.

The announcement was a victory for advocates of people with disabilities, who had contended that other desktop applications now available are less comparable than Office is with screen readers and other accessibility tools used by blind, deaf and mobility-impaired end users.

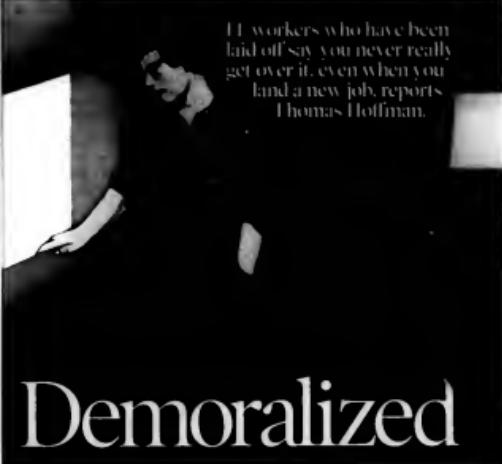
For Microsoft Corp., the state's decision represents something of a mixed bag. The software vendor had viewed Massachusetts as a key battleground in its effort to maintain Office's dominance of the

desktop applications market. However, although state agencies will continue to use Office, Massachusetts didn't back away from its January 2007 deadline for switching from Microsoft's file formats to OpenDocument.

In addition, the state has yet to agree to add Microsoft's Open XML technology to its list of approved open file formats, which includes OpenDocument and the Portable Document Format. Microsoft developed Open XML for its Office 2007 release, due late this year.

Massachusetts CIO Louis Gutierrez declined to comment about last week's announcement. But in an e-mail message sent two weeks ago to the state's IT advisory board, Gutierrez wrote that his office had "tried to thread a needle" by seeking an approach that would support a move toward standard document formats and encourage vendor competition yet maintain full desk-

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11 workers who have been laid off say you never really get over it, even when you land a new job, reports Thomas Hoffman.

Demoralized

IT Execs on Firing Line Over Security Breaches

www.ijerpi.org

The cost of data breaches may be getting a lot higher for IT professionals who are deemed to be responsible for failing to secure corporate information. For example, Maureen Govern, AOL LLC's chief technology officer, abruptly resigned last week in the aftermath of a disclosure that the company had publicly released data on searches done by about 650,000 of its online subscribers. AOL also fired two workers in its research division.

which was responsible for the release of the data and had been overseen by Govern.

It was the second time this month that high-level technology managers lost their

Somebody has to take the chop for [breaches]. The real question, though, is whether it's the right guys' heads that are rolling.

jobs because of data breaches. On Aug. 3, Ohio University sacked two top IT managers for what it saw as their failure to prevent a series of breaches discovered at the Athens-based school in the spring.

In addition, university CIO William Sams announced in July that he will resign once someone is found to replace him, saying that "a new energy level and skill set" is needed in the school's IT organization. Sams is still on the job, though, and he wrote the termination letters sent to the two fired managers.

IT managers should expect firings and other harsh discipline. Breaches, page 14

Breaches, page 14

TERM





INFRASTRUCTURE LOG

DAY 28: These slow, inefficient boxes don't have enough power to run my high-end business apps. They can't do anything. Though I guess crashing counts as doing something.

Need sleep. Will try to dream that I am I.T. King of a distant planet that only produces stupefyingly powerful servers.

DAY 30: I've taken back control, thanks to the IBM System x™ server with the AMD Opteron™ Processor. It has more power and more efficiency than I ever imagined in a standards-based server. The PowerExecutive™ tool assigns power as needed for each server. It helps optimize our power consumption. Maximize performance. Increase reliability. I can finally sleep in my own bed again.

I have taken back control. I am Ned, benevolent I.T. King of this...uh, data center.



IBM.COM/TAKEBACKCONTROL/X

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6 IBM unveils a new high-end storage array and enhancements to its midrange offerings. The company also expanded its reseller agreement with Network Appliance.

7 President Bush has ordered four agencies that oversee federal health care programs to support interoperability standards by Jan. 1.

7 Internet Security Systems customers fear that its \$1.3 billion sale to IBM may hurt their relationship with ISS and slow the development of its tools.

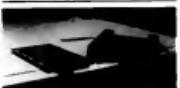
8 Penn State is using a service-oriented architecture to automate more than 75 business processes used by the university's 16,000 employees.

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TECHNOLOGY



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31 Security Journal: Seeding It All Up at the Black Hat Conference. Mathias Thurman comes back from the hacker conference loaded down with information, only to find his own network in chaos.

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35 Discarded and Demoralized. Thousands of IT professionals have felt the shock of layoffs and outsourcing over the past six years. Although the economy has since strengthened and demand for workers is on the rise, many have struggled to put their personal and professional lives back together. And they may never feel the same about work.

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20 Dan Tynan says that if IT is serious about "taking care of business," it has to establish a culture of accountability.

20 David Monchelli sees an IT personality split between those on the vendor side and those on the customer side.

21 John D. Nakama describes his approach to a wireless implementation that supports users with a variety of needs.

32 Mark Willoughby looks at what 32 vendors are up to with unified threat management appliances.

40 Paul M. Jepson doubts that there are many CEOs who are completely sold on the security of their IT infrastructures. But they can do several things to make a catastrophe much less likely.

46 Frankly Speaking: Frank Hayes is looking for an honest hacker, after a couple of Black Hat hacks were exposed as hoaxes.

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Electronic Discovery: Managing the Unmanageable

In the Management section: When litigation looms, IT needs to effectively manage the size and cost of e-discovery. IT mentor and attorney Benjamin Barnett provides concrete, common-sense guidance. [Page 26](#)

ONLINE

[www.computerworld.com](#)

The Lighter Side Of USB Drives

STORY BY: Sure, portable flash memory is practical. But it's OK to have fun now and then, too.

G [www.computerworld.com/lighterside](#)

Solve Real Problems With The Network Diagnostic Tool

STORY BY: Columnist Greg Schaffer details how he put this advanced open-source tool on his laptop and used it to fix problems at client sites.

G [www.computerworld.com/networking](#)

QuickStudy: Faraday Cages

STORY BY: Find out how to restrain a wild Wi-Fi signal.

G [www.computerworld.com/wifisignal](#)

Keep Your Ubuntu Server Secure

LINK: Get advice on administering user accounts, monitoring log files and more in this excerpt from *The Official Ubuntu Book*.

G [www.computerworld.com/ubuntu](#)

How to Handle a Boss Who Takes Credit for Your Work

CAREER: Lacking recognition for a job well done? Here are some tips from *CareerJournal.com* to help you tilt the spotlight back toward you.

G [www.computerworld.com/careers](#)

Computerworld TechCast

ABOUT: This five-minute podcast delivers summaries of key technologies and concepts every week.

G [computerworld.com/podcast](#)

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AT DEADLINE

Microsoft Releases IE Security Patch

Microsoft Corp. has released a critical security update for its Internet Explorer browser. The company said the released patch "fully resolves" a serious security flaw that it introduced with the original update on Aug. 8. Microsoft had acknowledged the problems with the update soon after it was issued. Though no attacks exploiting this bug have been reported, says Digital Security Inc., said it believes that the fix is "critical."

U.K. Youth Admits To Crashing Server

An 18-year-old British youth has pleaded guilty to crashing his former employer's server with a flood of 5 million e-mails. David Lomas had been charged with violating the U.K.'s Computer Misuse Act, which prohibits the unauthorized modification of a computer. Lomas admitted to having "modified" the server of Domestic & General Group PLC, but he claimed that the e-mail flood was authorized, since the Web site invited comments.

Intel Re-releases Centrino Patch

Intel Corp. has re-released a critical security patch for some Centrino-based wireless systems. The fix in the patch released early this month causes the system's Proset wireless connection software to consume much of a PC's memory, significantly slowing performance.

Judge Ups Patent Fine on Microsoft

A U.S. District Court has imposed an additional \$25 million in "enhanced damages" on Microsoft for "willful misconduct" in a case that 2d Technologies Inc. filed against the vendor and Autodesk Inc. in September 2004. In the ruling, Judge Leonard Davis said Microsoft tried to have 2d's patents declared unenforceable even as it continued to willfully infringe on those patents and withheld evidence of its actions.

Dell, Users Scramble to Cope With Battery Recall

Apple issues similar notice because of fire danger in older laptop models

BY ROBERT MULLINS
AND TONY R. WISEMAN

DELL INC. has devised several ways to help corporate customers replace the defective laptop PC batteries it's recalling because of the risk that they may overheat and cause fires. But many companies are expected to take the path of least resistance: leaving it up to end users to figure out whether their batteries are affected.

Dell is scrambling to implement a worldwide recall of nearly 4.1 million batteries that were included with laptops made between July 1, 2004, and July 18 of this year. The computer maker announced the recall on Aug. 15 in cooperation with the U.S. Consumer Product Safety Commission, which last week disclosed a similar recall by Apple Computer Inc. of 1.8 million batteries sold with older models of its iBook G4 and PowerBook G4 systems. Both Dell's and Apple's suspect batteries were made by Sony Energy Devices Corp.

Personal Assistance

In some cases, Dell may set up and staff kiosks at the facilities of corporate users to handle the recall process for them, according to a spokeswoman for the vendor. She said Dell also will offer assistance to companies that have large, dedicated IT staffs that are assigned to track down the affected laptops within their operations, order the replacement batteries and install them after delivery. But other businesses "may just leave it to the end user," the spokeswoman said.

That's the approach being taken by Electronic Data Systems Corp. The outsourcing and IT services firm says it maintains Dell computers

for military, government and corporate customers, and it also uses Dell systems within its own organization, said EDS spokesman Travis Jacobsen.

If a company has workers in various locations, the simplest thing to do is have individual employees go to the Web site that Dell set up for the recall program to determine whether their batteries are subject

to the recall and then apply online for replacements to be sent to the facilities where they work, Jacobsen said.

Stephen Kriegisch, director of legislative information services for Tennessee's General Assembly in Nashville, said that only two of the legislature's 280 or so laptop batteries had been found to be affected by the Dell recall.

But that number could rise because the General Assembly isn't in session now, and some of its 132 members may have

their laptops with them in their home districts, according to Kriegisch. He said he sent a memo to notify the legislators about the battery recall and tell them that he will handle any recall procedures for them.

Charles King, an analyst at Pund-IT Inc. in Hayward, Calif., said there may have been an overreaction to the Dell recall, because only a small number of users have reported any overheating problems with their batteries. But the company "did the right thing, which was to issue a blanket recall," King added. "I'm not really sure what else they could have done."

Mullins writes for the IDG News Service.

IBM Unveils High-End, Midrange Storage Arrays

BY SHARON FISHER

IBM last week brought out upgrades to its high-end and midrange storage arrays, along with a new line of high-end appliance and gateway storage offerings manufactured by Network Appliance Inc.

Analysts said IBM also plans to update its tape offerings soon. Roger Cox, a Gartner Inc. analyst who was briefed by IBM on the tape plans, said the company expects to add tape virtualization capabilities to its mainframe systems and encryption capabilities to the TS1120 high-capacity tape drive.

IBM declined to discuss its plans for the tape drives.

Bob Venable, enterprise systems manager at BlueCross

BlueShield of Tennessee Inc., said that adding encryption capabilities to the TS1120 tape drive will let his organization meet the requirements of privacy laws. Venable said that the new capabilities will also help the Chattanooga-based insurer meet its plan to eventually encrypt every piece of media that goes off-site.

The new high-end disk array unveiled last week, the System Storage DS8000 Turbo, features 4Gb/sec. Fibre Channel connectivity throughput — double the 2Gb/sec. available now, according to IBM.

The Turbo line runs on IBM's Power5 microprocessors, which the company said

boosts performance by 15% over older DS8000 models.

IBM also added its midrange DS6000 array by adding support for Fibre Channel ATA drives and its DS8000's replication software.

Venable said that he expects the performance boost of the new Turbo system to top 15%. "Fifteen percent doesn't really unlock your socks, but people could get better performance than that," he said.

Venable said he is hoping to replace three older DS8000 models with the new Turbo drives.

BlueCross BlueShield of Tennessee doubles its storage capacity every year, according to Venable. The company currently stores about 300TB of data, he said.

Venable said BlueCross BlueShield was less interested in the upgraded DS6000s because it believes the DS8000s are more reliable. He noted that the insurer is considering replacing its low-end IBM DS4100 arrays with DS8000s.

IBM also furthered its relationship with Sunnyvale, Calif.-based NetApp with the unveiling of the System Storage N7000 series. NetApp will manufacture the new models for IBM, which are the same as the FAS6030 and FAS6070 models NetApp announced in May.



The IBM System Storage DS8000 Turbo offers 4Gb/sec. Fibre Channel connectivity.

Bush Calls for Interoperable Fed Health IT Systems

Agencies must comply with HHS standards by Jan. 1

BY HEATHER HANAUER

President George W. Bush flexed the muscles of the federal government last week with an executive order requiring four agencies to adopt IT standards to ensure that health records can be shared.

The move is the government's latest effort to use its buying power to nurture the widespread adoption of interoperable IT systems for exchanging electronic patient data among public and private health care providers, according to users and analysts.

The executive order sets a Jan. 1 deadline for the Office of Personnel Management and the departments of Defense, Health and Human Services, and Veterans Affairs to meet interoperability standards to be set by HHS. The order requires any new or upgraded government health IT system to comply with the standards. An HHS advisory group is expected to deliver detailed interoperability specifications next month.

Widespread impact

The order also requires that the IT systems of health care providers and insurance plans that have contracts with the agencies use these standards to exchange health data with the federal government.

Robert Kolodner, chief health informatics officer at the Department of Veterans Affairs, predicted that the order will likely hasten the adoption of the standards by doctors and hospitals outside of the VA network.

He noted that external adoption will help the VA gain access to the full records of veterans who receive health care from both the VA and outside providers. "It will allow us to be able to receive information from other providers and to be able to provide information to other providers," he said.

The VA is analyzing the order,

said Kolodner, who added that he expects the VA to "be able to accommodate any changes that would be needed to adhere to the standards in the time frame" outlined in the order.

In a speech outlining the plan in Minneapolis, Minn., Bush said the move also aims to increase the transparency of federal agencies, providing patients with an opportunity to easily obtain information on the quality and price of care at various facilities.

The VA, Kolodner said, has been measuring the quality of its care for several years. Now, he said, "we'll need to determine if those measures meet the executive order."

An HHS spokesman said in a statement to Computerworld



President George W. Bush spoke about IT standards during a speech in Minneapolis.

that the agency's Centers for Medicare and Medicaid Services (CMS) unit is already working with and adopting standards generated by a public/private advisory group

called the American Health Information Community, which HHS created last year.

The spokesman said the CMS, which administers Medicare, Medicaid and the

State Children's Health Insurance Program, "has taken the lead in posting the kind of information required in the executive order." This year, HHS started posting on its Web site information about how much hospitals are charging it to serve Medicare patients.

Thomas Leary, director of federal affairs at the Chicago-based Healthcare Information and Management Systems Society, which promotes the use of IT systems in health care, said the order signifies that the government is "putting a stake in the ground and implying they are serious about this."

The latest order comes two years after Bush signed one declaring that every American can should have an electronic health record by 2014 as a way to cut costs and improve health care quality. *

Users Fear IBM Will Dilute ISS Offerings

BY JAHNNAH VIJAYAN

IBM's move last week to acquire Internet Security Systems Inc. created concerns among some ISS customers about the future of its security products and services.

IBM agreed to purchase Atlanta-based ISS in an all-cash deal worth \$1.3 billion — the largest acquisition for IBM since it bought PriceWaterhouseCoopers for \$3.5 billion in cash and stock in 2002.

ISS, which reported about \$300 million in revenue in 2005, is a provider of network security products and managed security services. The company sells a range of intrusion-prevention, intrusion-detection and so-called unified threat management appliances.

Bob Hartland, director of IT services at Waco, Texas-based Baylor University and a longtime ISS user, said he's taking a wait-and-see approach to the proposed acquisition.

With IBM's focus on services, Hartland said, it is unclear how long the company will sell stand-alone ISS products before forcing users to sign up for service contracts.

The university has "thoroughly enjoyed" its relationship with ISS, he said, but is now concerned about whether Baylor can maintain that bond with the much-bigger IBM.

Some ISS customers are likely to be upset at the company's "loss of independence as a stand-alone vendor," said Paul Stimp, an analyst at Forrester Research Inc. "There are some who likely chose ISS because they valued their independence from a larger company whose No. 1 priority isn't necessarily security."

Eric Lazalladi, vice president and chief technology officer at J.B. Hanauer & Co., a Parsippany, N.J.-based financial services company and ISS user, also expressed such concerns.

"I don't always like dealing with 800-pound gorillas," said Lazalladi, adding that it is unlikely his company will get the same level of attention from IBM as it received from ISS.

Val Rahmani, IBM's general manager of infrastructure management services, said the acquisition will help IBM deliver a range of "preemptive" and "scalable" products while bolstering the company's slate of managed security offerings.

Gartner Inc. analyst John Pescatore said he expects IBM to easily take advantage of the ISS managed services business, but he speculated

IBM's Gains

Presently a \$1 billion-plus company, ISS is a leader in the market for network security products, according to Gartner. It has about 1,000 employees and is based in Atlanta.

With roughly 350,000 IT professionals worldwide, IBM is the world's largest IT services company.

A Paris-based analyst with Morgan Stanley, Michael

about the future of the security products.

"IBM acquiring the managed services part of ISS makes sense," Pescatore said. But the addition of a full range of network security products makes little sense, he said.

"IBM is really strong in the ID and access management side of security, and that is totally different from network security," he said.

Moreover, the addition of the products will place IBM in direct competition with well-established vendors of network security offerings, such as Cisco Systems Inc., Entray Networks Inc. and Juniper Networks Inc., said Pescatore.

"The Proventia stuff is sort of a throwaway in this deal," said Jon Orlitz, an analyst at Enterprise Strategy Group Inc. in Milford, Mass. "Other than the existing installed base, it is a small piece of the deal."

When the deal is completed, ISS's operations will become part of IBM Global Business Services, and its software products will be integrated with IBM's Tivoli management suite, Rahmani said. *

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The Standards

Agencies responsible for federal health care programs will need to:

- Ensure that health IT systems meet HHS interoperability standards.
- Require that the health care providers, health plans or insurance companies they work with also ensure that new and upgraded IT systems meet the HHS standards.

- Put into place programs to use aggregated claims data to measure the quality of their services.

that the agency's Centers for Medicare and Medicaid Services (CMS) unit is already working with and adopting standards generated by a public/private advisory group



President George W. Bush speaks about health care during a visit to Minnetonka, Minn.

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IBM's Gains

PRODUCTS

- Prevenia-brand intrusion prevention, intrusion-detection and gateway threat management appliances
- Bladecenter desktop and server-level firewall technologies
- SECURITY SERVICES
 - Vulnerability management
 - Security event and log management
 - Firewall management services
 - X-Force Threat Analysis security threat intelligence services

about the future of the security products.

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BRIEFS

Microsoft, Citrix to Partner on New Line

Microsoft Corp. and Citrix Systems Inc. plan to develop a line of branch-office appliances that will combine Microsoft's Internet Security and Acceleration Server with Citrix's WANScaler network acceleration technology. The first appliance, to be based on the Windows Server 2003 operating system, is expected to ship by the end of 2007, said Wes Werner, a Citrix vice president.

WebMethods Buys Tools for SOA Suite

WebsMethods Inc. last week said it has purchased the bulk of the assets of Corvus Inc., an undisclosed San Jose-based company that embeds the privately held vendor's technology into future versions of Fabric, its service-oriented architecture suite. WebMethods plans to use Corvus's semantic metadata management technology as its metadata repository and to include it in the next version of Fabric.

Cisco to Buy Arroyo in \$92M Deal

Cisco Systems Inc. has agreed to acquire on-demand video software company Arroyo Video Solutions Inc. for \$92 million. The agreement comes just days after Cisco's Aug. 10 purchase of a majority stake in data center company Naveo Systems Inc. Arroyo's software will likely be integrated with set-top boxes and equipment that Cisco gained in its purchase of Scientific-Atlanta Inc.

BEA Buys Flashline Repository Tool

BEA Systems Inc. has acquired Flashline Inc., a maker of metadata repositories for SOA projects. Terms of the deal weren't disclosed. BEA plans to incorporate the Flashline tool into its Aquologic family as the Aquologic Enterprise Repository to enable the tracking, governance and management of software used to build services within an SOA.

Penn State Turns to SOA To Automate Workflow

18-month effort covers 75-plus business processes used by 16,000 employees

BY HEATHER HAYRENSTEIN

PENNSYLVANIA STATE University has overhauled the system it uses to manage its business processes and is now poised to begin running it companywide using a new service-oriented architecture. After working for 18 months to get new business process management (BPM) tools ready to replace a workflow system that was more than 15 years old, the University Park, Pa.-based school this fall will begin testing the system using noncritical processes.

Once the test is completed, the system, called Workflow, will be extended to more-critical processes over the following 12 to 18 months. Officials said the system is expected to quickly reduce the cost of running the 75-plus business processes used by about 16,000 university employees in 23 locations.

The Workflow system will be the first application to run

on Penn State's new SOA, which is still under development. The SOA, which is rolling out with the new BPM system, is designed to keep the university's IBM mainframe back-end system in place while simultaneously adding new Web-based applications.

Single interface

When it's fully implemented, Workflow will provide a single interface to all of the school's business applications and will use single-sign-on and role-based access methods, said Ron Rash, senior director for administrative services at Penn State. "It had to be very, very easy to use in a small office, but it also needed to be very robust and auditable for our confidential financial transactions," he said.

The Workflow system is based on a BPM engine developed by Fujitsu Ltd. and sold by Software AG as the Crossvision Business Process Manager tool. The Workflow



Penn State will deploy its new workflow system companywide.

system also uses Darmstadt, Germany-based Software AG's enterprise service bus, called Crossvision Service Orchestrator, to extract data from disparate back-end systems in various university departments, Rash said.

Although Rash declined to disclose the cost of the project, he maintained that it will reduce costs and improve processing times at the school.

For example, noted Beth

Hayes, Workflow project manager at Penn State, the new system will allow supporting documents to be attached to a business process, which will eliminate the delays to approval caused by users waiting to receive paper documents.

In addition, the Workflow system will allow users to access systems based on their roles, a feature that will ease the IT maintenance requirements for 7,900 approval paths, Hayes added.

The system will also allow individual departments, which "literally have hundreds of processes they would love to automate," to undertake such tasks on their own, Rash noted.

One of the first paper forms to be automated in the new system will be undergraduate travel request forms. Automation could cut the length of that process from three weeks to less than a day, Hayes said.

Jason Bloomberg, an analyst at ZapThink LLC in Baltimore, said organizations such as Penn State are increasingly realizing that "dealing with BPM in a service-oriented way is really the only way to deal with heterogeneous IT resources."

In addition, while lines of business are reluctant to fund SOA projects, they usually are more than willing to invest in to solve a highly visible business problem like BPM. *

Oracle Set to Unveil Second Enterprise 9.0 App

BY MARC L. BONHAM

Oracle Corp. is expected to announce today the next piece of its Enterprise 9 ERP suite: PeopleSoft Enterprise Performance Management (EPM) 9.0.

The company said the application includes new analytical and reporting capabilities that can help organizations create and reach corporate strategic goals.

Oracle started shipping the first pieces of the new EPM system, including a CRM module, earlier this year. All of the modules are expected to be shipping by year's end.

The new version of the EPM software also adds a module called Campus Solutions

Warehouse that will allow school administrators to consolidate fragmented student records and keep better track of trends in student populations, said Chris Leone, group vice president of application product strategy at Oracle.

The warehouse application will allow complex analysis of recruiting, admissions and student financial information, Oracle said. Ultimately, this can assist with improved recruiting and retention rates, it claimed.

The new version retains similar features that target the financial services and health care industries.

California State University

in Long Beach has started developing a student data warehouse based on a pre-release version of the application, according to Donna Furon, the school's data warehouse project manager. The university already runs PeopleSoft Enterprise 8.9 academic, human capital management and financial applications.

Furon said her department hopes to use the new software to create several data marts that can help in generating financial aid, human resources and student administration operations reports.

She said the university has yet to set a date for fully implementing the new version of

the EPM software.

Leone said EPM 9.0 also includes simplified regulatory compliance features, including the ability to better consolidate global financial information for reporting. That feature will allow, for instance, a parent company to analyze the relevant ownership and control rules of a subsidiary, he said.

The new version also adds integration with PeopleSoft's Workforce Rewards tool, which helps companies determine how best to compensate their employees based on performance, he said.

The EPM 9 product is targeted primarily at PeopleSoft's installed base, Leone noted.

The application is available now. Pricing wasn't disclosed. *

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BRIEFS

Borland Hires Dell Exec to Head R&D

Borland Software Corp. has named Dell Inc. executive Peter Monczuk to head its research and development operation as senior vice president of engineering. Monczuk, who was vice president of engineering at Dell, takes over from Rick Jackson, who had been both head of engineering and chief marketing officer at Borland. Jackson will retain the post.

Intel Set to Formally Unveil Tofita Chip

Intel Corp. will unveil its Tofita chip for multiprocessor servers Aug. 29, after having shipped it to vendors for several weeks. The company hopes the chip will stem its loss of market share to the Opteron chip from Advanced Micro Devices Inc. Designed for servers with four or more processors, Tofita will be marketed as an upgrade from Intel's PxeRite-MP chip, said Intel engineers at the Hot Chips trade show last week in Palo Alto, Calif.

Sophos Ships Tool To Detect Rootkits

Sophos PLC has released a free tool to help PC users root out rootkits. The Sophos Anti-Rootkit software will detect and remove both known and unknown rootkits, and it will warn systems administrators if removing the software might harm operating systems integrity. The tool runs on the Windows NT, 2000 and XP and Windows Server 2003 operating systems.

IBM Upgrades Low-End Unix Line

IBM has added four-core processing capacity to the low and mid-System p Unix line of servers. The quad-core System p5 5050 Express is priced from \$5,500 to more than \$20,000, depending on the configuration. At the same time, IBM also announced processor upgrades to its dual- and quad-core Express systems, which are designed for midsize businesses.

C ON THE MARK

HOT TECHNOLOGY TRENDS, NEW PRODUCT NEWS AND INDUSTRY BUZZ BY MARK HALL



Illustration by Michael Lubinski

Miracles Are Now Part of IT's . . .

... disaster recovery strategy. Well, maybe not officially, but you might conclude as much by looking at the results of a survey of 57 high-level executives from companies with annual revenue of \$500 million and up. Sixty-three percent gave their companies a C grade or lower on their ability "to protect the workforce and business in the event of [an] avian flu pandemic." Harris Interactive Inc. conducted the survey in late spring for SunGard Availability Services, a division of SunGard Data Systems Inc. in Wayne, Pa., and the results are being released this week. What's even worse for IT than the low grades is the fact that 95% of the surveyed business leaders said acceptable post-disaster downtime in their organizations has dropped to an average of just under 11 hours, down from 20 hours in a similar survey done in 2004.

Furthermore, they expect that number to fall to nine hours within the next year or two. "The target has moved," says Dave Palermo, vice president of marketing at the SunGard unit. But wait, it's even worse:

spondents said their budgets for achieving the tougher recovery goals have remained flat or decreased. Thankfully, front-page disasters are pretty rare. But unplanned downtime isn't. Hardware failure is the top cause, says Palermo, with damage to wires wrought by backhoes coming in second. Five percent of those surveyed admitted that "wishful thinking" that nothing bad would ever happen to their companies was among their reasons for not bolstering IT disaster recovery programs. For them, you can only hope that miracles never cease. And that lumbering backhoes don't dig near them.

Thinner optical discs yield . . .

... faster data stores. Early next year, Maxell Corporation of America in Fair Lawn, N.J., plans to begin shipping its stacked volumetric optical disc (SVO) cartridge technology for data backup



and archiving uses. According to Rich D'Ambra, director of technology at the subsidiary of Hitachi Maxell Ltd., one SVO unit will hold 100 ultra-thin DVDs and be capable of storing 940GB of uncompressed data. About the size of one of those paper-back Russian novels that you read (or didn't) in college, the SVOs will comply with Blu-ray, HD-DVD and other standard storage formats, D'Ambra says. Pricing has yet to be set.

Happy 25th birthday, PC. But now . . .

... go away, please. Few would dispute that when IBM unveiled its Model 5150 personal computer a quarter-century ago this month, it unleashed a technological revolution. Even fewer would dispute that the PC has been a nasty headache for IT shops to manage. But soon you'll be able to make that headache go away, claims John Kish, CEO of thin-client vendor Wyse Technology Inc. in San Jose. Kish says Wyse plans to release an updated chip set and

software in Q4 that will all but eliminate the different experiences end users have on PCs and thin clients. The new chips will include such PC-like capabilities as advanced video compression, Bluetooth, IP support and more, so thin clients won't need to rely on servers to deliver those features to users. But Kish isn't just talking about deploying more thin-client desktops. He also contends that by next year, you'll be able to give workers mobile thin clients

with integrated Wi-Fi. "The PC is actually just getting sucked into the network, and it will morph itself into a thin client," he predicts.

Turn anyone's PC into a personal . . .

... Web server. Michael Lubinski, chief marketing officer at Zapt Ltd. in Singapore, argues that file sharing remains too complex. To make it easier, his company's namesake file-sharing software, now in beta, lets you turn any Windows PC into a Web server. End users simply locate a file or folder on their system through the dead-simple Zapt user interface and click a "share" button. The software then assigns URLs to the files, Lubinski says that when Zapt is ready for general availability in early 2007, it will include a tool for creating permissions-based access policies so users can decide whether to let anyone on the Web see their files or restrict access to specific individuals.

Although the company is mainly targeting consumers, Lubinski suggests that IT managers might want to look carefully at the free software, just as many did with instant messaging when it was merely a hip toy for teenagers. For example, he says, mobile workers and employees in remote offices who are stuck using dial-up connections will no longer have to ponder the dilemma of whether to download files from headquarters just to read them. Instead, they can surf the PCs of their colleagues from afar.

This could turn out to be an other great PC productivity boom — or perhaps another reason for IT managers to stock aspirin in extra-large bottles. ▀



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Ethics Board to Review Philadelphia CIO's Departure

BY TODD H. WEISS

Days after Philadelphia's CIO announced plans to resign her post to take a job with a company that has done business with the city, Mayor John Street asked the board of ethics to determine whether the move violates city statutes.

Dianah Neff announced on Aug. 15 that she is leaving the CIO post that she has held since May 2001 to become a senior partner at Alpharetta, Ga.-based Civitium LLC, a consulting firm that specializes in municipal wireless systems.

The company had done business with Philadelphia under two separate contracts until August 2005, helping the municipality create plans for a citywide wireless network.

Neff will remain employed by the city until Sept. 8. She will join the consulting firm later in the month.

A spokesman for the mayor's office last week confirmed that Street has asked the ethics board to review Neff's resignation but said that no wrongdoing should be implied by the review. The spokesman refused to comment further on the matter.

Comfortable With Review

In an interview last week, Neff said she is comfortable with the ethics board review.

"It's being overly cautious," which is appropriate because the mayor's administration has been scrutinized over ethics issues, she said. Neff said that she has no problem with a review, adding, "I believe there's no issue here, and I believe that's what they'll find."

Neff said that Civitium has not done any work for the city since last August. That work cost about \$300,000 and involved radio frequency analyses to ensure that the planned wireless network wouldn't interfere with other systems, she said.

Neff's resignation comes at a time when Philadelphia is still enmeshed in negotiations with Oracle Corp. over delays in deploying a complex new bill-

ing system for its half-million water customers. The effort to develop and deploy the billing system, code-named Project Ocean, has already taken three

years and cost more than expected at \$18 million.

The new system will replace a 30-year-old, custom-built application that officials said isn't

capable of collecting all the revenue due to the city.

Neff's first deputy CIO, Terry Philiis, has been named to replace her. ▶

I believe there's no issue here, and I believe that's what they'll find.

DIANAH NEFF, PHILADELPHIA'S CIO

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OnStor Readies Release of First NAS Array

BY SHARON FISHER

OnStor Inc. today is set to unveil its first network-attached storage system.

The new Pantera Clustered

NAS product will be packaged with the Campbell, Calif.-based company's Bobcat NAS gateway. The gateway product previously required users to

purchase a storage system from another vendor.

Jon Toor, vice president of marketing at OnStor, said the bundled system was developed

in response to users who have been seeking a turnkey NAS offering from the company.

Chris Ferry, director of operations at FortuneCity.com Inc., a New York-based Web hosting provider, started using

the new OnStor Pantera NAS system about a week ago.

Ferry said that he also evaluated FAS270 and R200 storage systems from Network Appliance Inc. and a package that combined Celerra NS502 and Clarion CX500 storage systems from EMC Corp. The costs of the NetApp and EMC systems were nearly double the cost of the systems FortuneCity.com purchased from OnStor, Ferry said.

He estimated that the OnStor arrays were less than \$400,000, while the "EMC and NetApp quotes were in the high \$100,000s and low \$200,000s range."

In addition, Ferry said he expects that upgrading the Pantera system will be less expensive for users than upgrading storage products from other vendors, such as EMC.

Upgrade Plans

FortuneCity.com has installed two OnStor Pantera clusters with a combined 15TB of storage. When more storage capacity is required, the company will upgrade using the Pantera offerings, he said.

Overall, the company has 50TB of storage, including two mirrored SATA Beast storage arrays from Nexsan Technologies Inc. in Woodland Hills, Calif., along with RAID arrays from Winchester Systems Inc. in Burlington, Mass.

Greg Schulz, an analyst at StorageIO in Stillwater, Minn., said the turnkey OnStor system offers a lower price tag and is less complex to use than competing systems from vendors such as NetApp and EMC.

Schulz suggested that OnStor can use the Pantera system to attract the attention of users at sites long dominated by the systems of larger vendors.

The Pantera Clustered NAS product is available now and starts at less than \$40,000 for a 6TB system, according to OnStor.

Clustered systems with 12TB of storage and enhanced high-availability features are priced at about \$100,000, the company said. *



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Breaches

ordinary actions to become more common as organizations face increasing public pressure to address data breaches that they suffer, said Robert Scott, managing partner at Dallas-based law firm Scott & Scott LLP.

"In order for companies to have a credible position in the marketplace, they're going to have to explain in a public way what they have done to address the issue," Scott said. "The risks that companies face from a liability and a reputational perspective are such that when breaches occur, people will not only need to be held accountable, but heads will have to roll."

Such "forced accountability" is at least partly the result of the intense media scrutiny that data breaches now receive, said Bob Hartland, director of IT, servers and networking systems at Baylor University in Waco, Texas. The attention has heightened public concerns and "made a lot of people nervous," he said.

Tim O'Pry, CIO at The Henssler Financial Group in

Kennesaw, Ga., said that accountability is necessary and that it's reasonable to expect that people will lose their jobs if their negligence causes or contributes to a security breach.

The problem is that many times, the workers who are held responsible for breaches are only following what until then had been accepted practices within their companies, O'Pry said. And they may not have had the responsibility or authority to change the practices, he noted.

But as companies face increasing pressure to "do something" in the wake of a breach, the fallout often means demotions, firings or other personnel actions, said O'Pry. That approach is part of a wider tendency by corporate officials to deal with data security issues on a reactive basis, he added.

"This knee-jerk, after-the-fact mentality is pervasive with many aspects of security," O'Pry said.

"Somebody has to take the chop for [breaches]," said Lloyd Hession, chief security officer at BT Radianz, a New York-based company that offers telecommunications ser-



vices to the financial industry. "The real question, though, is whether it's the right guys" heads that are falling.

Forging closer ties with IT audit teams is a key to survival in the new environment, Hession advised. "If you think you have an issue, go to Audit and tell them about it," he said. If the audit group concurs that

a security problem exists, it should be easier to get the resources needed to fix it, Hession added.

And if the auditors agree that there's an issue "and nobody does anything about it, you probably don't need to be falling in your sword" if a data breach does occur, he said.

Companywide outreach and communication also are critical, according to Scott.

Managers who are responsible for IT security "need to do a better job of articulating a business case [that] suggests that ignoring data security and shuffling it to the bottom of the priority list is a recipe for disaster," he said.

In addition to the incidents at AOL and Ohio University, the massive security breach disclosed by the U.S. Department of Veterans Affairs in May resulted in a shake-up that included the resignation of the agency's chief information security officer. But the CISO's departure is thought to have been driven by his frustration over organizational issues within the VA, which traditionally has split most IT and security responsibilities among its three main operating divisions. *

Health Care Firm Recovers Stolen Laptop

A HEALTH CARE GROUP in Michigan disclosed last Tuesday that a laptop PC containing personal information on about 28,000 home-care patients had been stolen in a car theft. But the company said Thursday that it had recovered the laptop and determined that the thieves hadn't accessed the patient data.

The data on the Dell laptop was encrypted and password-protected, according to a statement from William Beaumont Hospital in Royal Oak. But the car theft, which occurred Aug. 5 in Detroit, caused particular concern among hospital officials, because the affected employee's ID access code and password were written on a piece of paper that was taped to the inside of the stolen PC.

The employee, a nurse who has since been fired, was a new worker and was still completing orientation procedures, the hospital said when it

disclosed the theft. It noted that Detroit police had recovered the nurse's car without the laptop.

However, Beaumont later said that the laptop had been found after a respondent of the area from which the vehicle was stolen called a hospital official and said the thief had disposed the computer while being chased on foot by someone from the neighborhood.

The system's hard drive was examined by an independent computer forensics expert, who informed Beaumont that the patient data hadn't been accessed since the theft took place.

The data included the patient's addresses, birth dates, medical insurance information, Social Security numbers and some personal health records of patients who had received home-care treatment from Beaumont over the past three years. The theft of the computer wasn't

related to any knowledge of its data contents, the company said, adding that the system was in a bag in the back seat of the stolen car.

Beaumont operates hospitals in Royal Oak and Troy, Mich., plus medical clinics, other facilities and the home-care service. Chris Hengstbeck, director of security at the hospital in Troy, said in a statement that Beaumont officials "are relieved to recover the laptop so that we can put our patients' minds at rest. And we are relieved that no one's personal or medical information was accessed."

Nonetheless, the company has taken a series of internal and external actions in response to the theft. For example, Hengstbeck said in an interview that the Beaumont Home Care employees directly involved in the incident no longer work for the company. That includes the nurse

and her direct manager, he said.

Beaumont also said that its IT department has reviewed and strengthened computer security systems and processes. In addition, IT staffers have inspected all the laptops used by home-care workers and are reinforcing security and password procedures with employees' compaywide.

Beaumont sent a letter to all of its home-care patients to notify them about the missing laptop, and it has set up a toll-free hot line and a Web site to provide information. The company also will provide a year's worth of credit-reporting services to Beaumont Home Care patients through Trans Union LLC. That offer remains in place despite the recovery of the laptop. "It's a gesture to let the ones that were affected know that they're not alone," Beaumont said.

The company is paying a \$2,500 reward to the Detroit resident who made the phone call.

- LINDA ROSENCRANCE

AOL Tightens Data Rules

IN ADDITION TO accepting the resignation of its chief technology officer and firing two other managers, AOL last week announced several steps that it is taking to prevent further security breaches.

Internet privacy watchdogs have criticized AOL for disclosing data on more than 2 million searches done in March, April and May. The Time Warner Inc. unit acknowledged earlier this month that some of its researchers posted the data online, without mandated privacy reviews, even though it was supposed to be used only within AOL.

In an e-mail message to employees that was released to the IDG News Service, AOL President Jon Miller said that an internal task force will determine how long the company should keep search data and other information. The task force, which will be co-chaired by company Vice Chairman Ted Larson and AOL's general counsel, will also consider ways to improve its privacy policy.

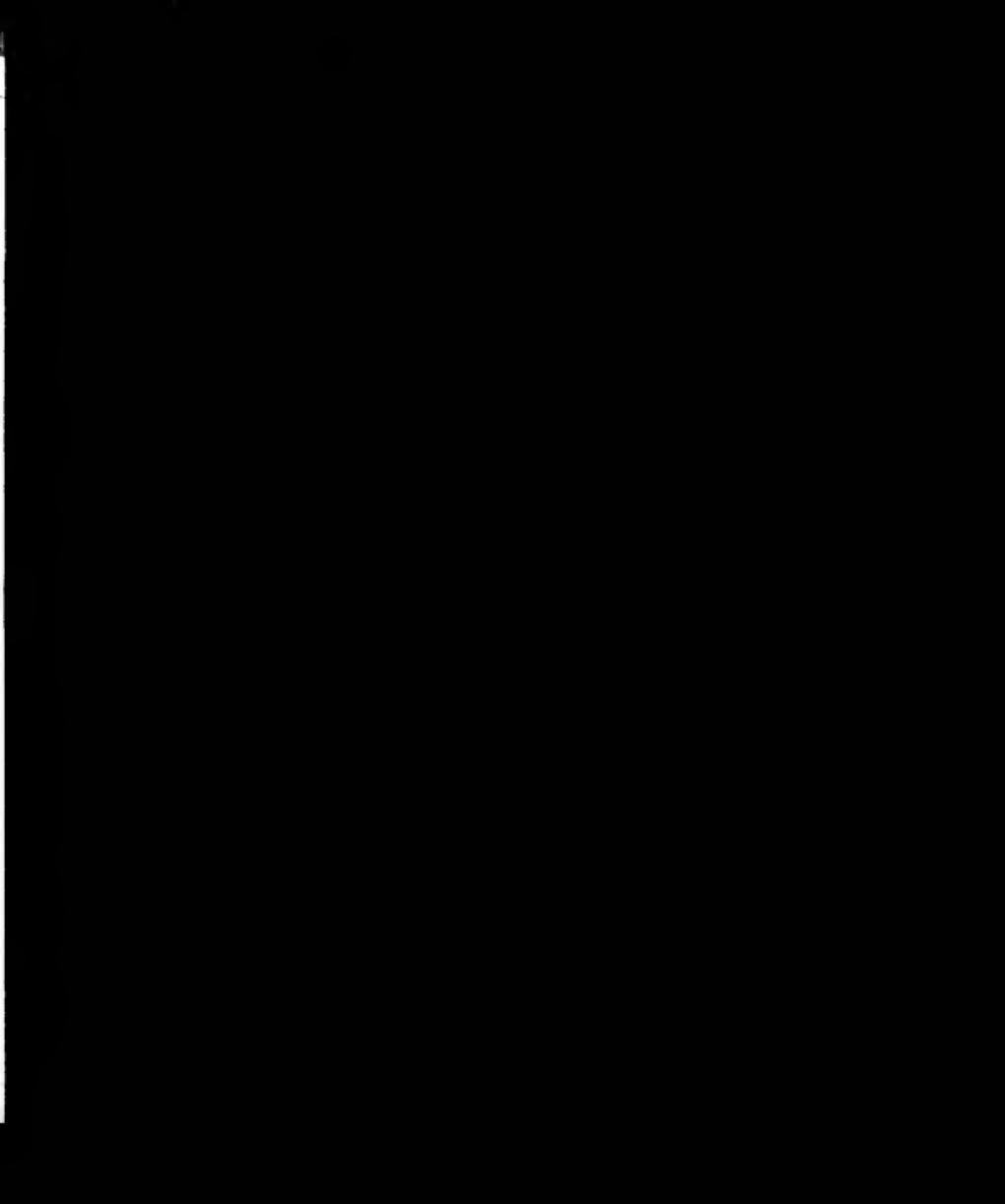
In the e-mail, Miller said AOL will implement additional restrictions on access to its databases of subscriber information, regardless of whether they include personal data. The company also plans to develop new systems to ensure that sensitive information isn't included in its research databases, he wrote.

And if AOL employees will be trained to be more conscious of privacy issues, according to Miller. The breach occurred "because some employees did not exercise good judgment or review their proposal with our privacy team," he said.

Allen Weiner, an analyst at Gartner Inc., said the forced resignation of the CTO and the firing of two workers sends a message to other AOL employees that there are consequences for making mistakes related to data security and privacy issues.

- ROBERT MULLING,

IDG NEWS SERVICE



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- LINDA ROSENCRANCE

AOL, Defense Dept. Under Siege

ATLANTA AND WASHINGTON - The departure of AOL's chief information officer and long

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GLOBAL DISPATCHES

An International IT News Digest

Infosys Chairman and Co-founder Bows Out

BANGALORE, INDIA

By NARAYANA MURTHY, co-founder of Infosys Technologies Ltd. and one of the pioneers of India's outsourcing industry, last week stepped down as the company's executive chairman after reaching the mandatory retirement age of 60.

Murthy was CEO of Infosys at the company's inception in 1981 until 2002 when fellow co-founders Nandan Nilekani and S. Gopalakrishnan were named CEO and chief operating officer, respectively. Murthy was shifted to the executive chairman post at that time.

Despite now giving up that position, Murthy will continue to work at Bangalore-based Infosys as its non-executive chairman and chief mentor. In an interview earlier this year, Murthy said he planned to dedicate himself to social causes after leaving his full-time job at Infosys. He also dismissed widespread speculation that he might pursue a political career.

Murthy and six other people started Infosys with a combined investment of 10,000 Indian rupees (about \$1,000 U.S. at the time). The company is now the second-largest outsourcing and IT services firm in India, trailing only Tata Consultancy Services Ltd.

For the fiscal year that ended March 31, Infosys posted total revenue of 90.3 billion Indian rupees (\$2.15 billion U.S. at the time), up 35% from the previous year.

■ JOHN RIBEIRO, IDG NEWS SERVICE

Lenovo Hires More Dell Executives to Head New Asian Units

SINGAPORE

LENOVO GROUP PTE Ltd. plans to unite its customer service operations under a new group that will be based in Singapore and led by yet another executive poached from Dell Inc.

The new Lenovo Services business unit, which was announced last week, will be headed by Senior Vice President Christopher Askew, who had been

vice president of Dell Services for Asia Pacific and Japan.

Raleigh, N.C.-based Lenovo last week also named David Schwimmer, a vice-president of marketing at Dell, to head another new, Singapore-based business unit, the Center of Excellence.

The latest Dell defections came days after the president of its Asia-Pacific operations said earlier computer makers' actions won't hurt the computer market.

Steve Felice, president of Singapore-based Dell Asia-Pacific, was reacting at the time to the departure of David Miller, who was president of Dell China, and Sotaro Amatsu, his counterpart in Japan, both of whom left for posts at Lenovo.

"We have a very deep bench," said Felice. "We've been planning for

NANCY GOHRING AND SUMMER LEMON, IDG NEWS SERVICE

Wipro Will Manage Wi-Fi Testing Service

BANGALORE

The Wi-Fi Alliance has chosen off-shore IT services firm Wipro Ltd. to set up a precertification test lab to help vendors of Wi-Fi devices prepare for final Wi-Fi Alliance certification of their products.

The test lab, which will be in Bangalore, is the third precertification lab authorized worldwide by the Wi-Fi Alliance, according to Frank Hanlik, the trade group's managing director. The other labs are in the U.S. and Taiwan.

Precertification testing allows Wi-Fi Alliance members to test their devices and troubleshoot problems before beginning the formal certification process. Hanlik said the alliance tests and certifies products for compliance with its Wi-Fi specifications in an effort to ensure that offerings from different vendors are interoperable.

The Wi-Fi lab adds to the portfolio of Wipro's testing services business, said Suresh Vaishnavi, president of the company's global IT services lines. Wipro said its testing services generated \$57 million U.S. in revenue during the quarter that ended June 30.

■ JOHN RIBEIRO, IDG NEWS SERVICE

China's Largest Mobile Carrier Projects Growth To 300M Customers

HONG KONG

HINA MOBILE LTD., the largest mobile network operator in China, said it could have 300 million wireless subscribers by year's end if its growth rate continues at the current pace.

Hong Kong-based China Mobile said it has been adding an average of 4.29 million new subscribers monthly in China this year. The company claimed to have 278.5 million users as of the end of July. That number will swell to 299.2 million by December if the growth rate holds, it said.

The company's Chinese customer base already tops the total number of wireless users in the U.S., which stands at about 217.9 million, according to the Washington-based Cellular Telecommunications & Internet Association.

Overall, according to the Chinese government, the number of mobile phone users hit 431.8 million in July, including 104.4 million who subscribe to China United Communications Corp.

■ DAN NYSTEDT, IDG NEWS SERVICE

Microsoft Exec Touts Asian R&D Capabilities

SINGAPORE

MANUFACTURERS are playing a bigger role in the development of new technologies, and the region's importance as an R&D center will continue to grow, said one of Microsoft Corp.'s top executives in Asia.

"We think that Asia will be at the center of, and in many ways will lead, global innovation over the next decade," said Oliver Roll, general manager of Microsoft's Singapore-based Asia-Pacific operations.

Roll noted that the company's Microsoft Research unit is working on a variety of projects there, including development of next-generation user interfaces, Internet search capabilities, cryptography and technologies for emerging markets.

Microsoft has also invested heavily in software development centers across Asia to try to tap into different areas of expertise. "Countries are going to become niche players and experts in niche fields," Roll said. "It's not always going to be China and India."

■ SUMMER LEMON, IDG NEWS SERVICE

Briefly Noted

Last week released two versions of Windows XP in South Korea to comply with a ruling that it had violated the country's fair trade laws. The release meets an Aug. 24 deadline set by the Korean Fair Trade Commission for offering versions of Windows XP with and without the company's media player and video editing software. Last December, the commission fined Microsoft \$3 billion. Korean won (\$32 million U.S. at the time) for abusing its dominance of the PC operating system market.

■ JEREMY KIRK, IDG NEWS SERVICE

In Austin has set up a second research and development center in Bangalore to develop software for wireless technologies. The center complements an existing software facility in Bangalore and a chip design center in Noida. The company said it plans to hire 1,500 more engineers in India over the next four years.

■ JOHN RIBEIRO, IDG NEWS SERVICE

has agreed to buy fellow IT services firm Wu-data. Nordic AB is in a cash and stock deal valued at about \$160 million (\$1.6 billion U.S.). LogicorCMG in London said Stockholm-based Wu-data will help expand its customer base into the Nordic countries. The combined company will have about \$3 billion (\$3.7 billion U.S.) in annual revenue and nearly 40,000 employees.

■ NANCY GOHRING, IDG NEWS SERVICE

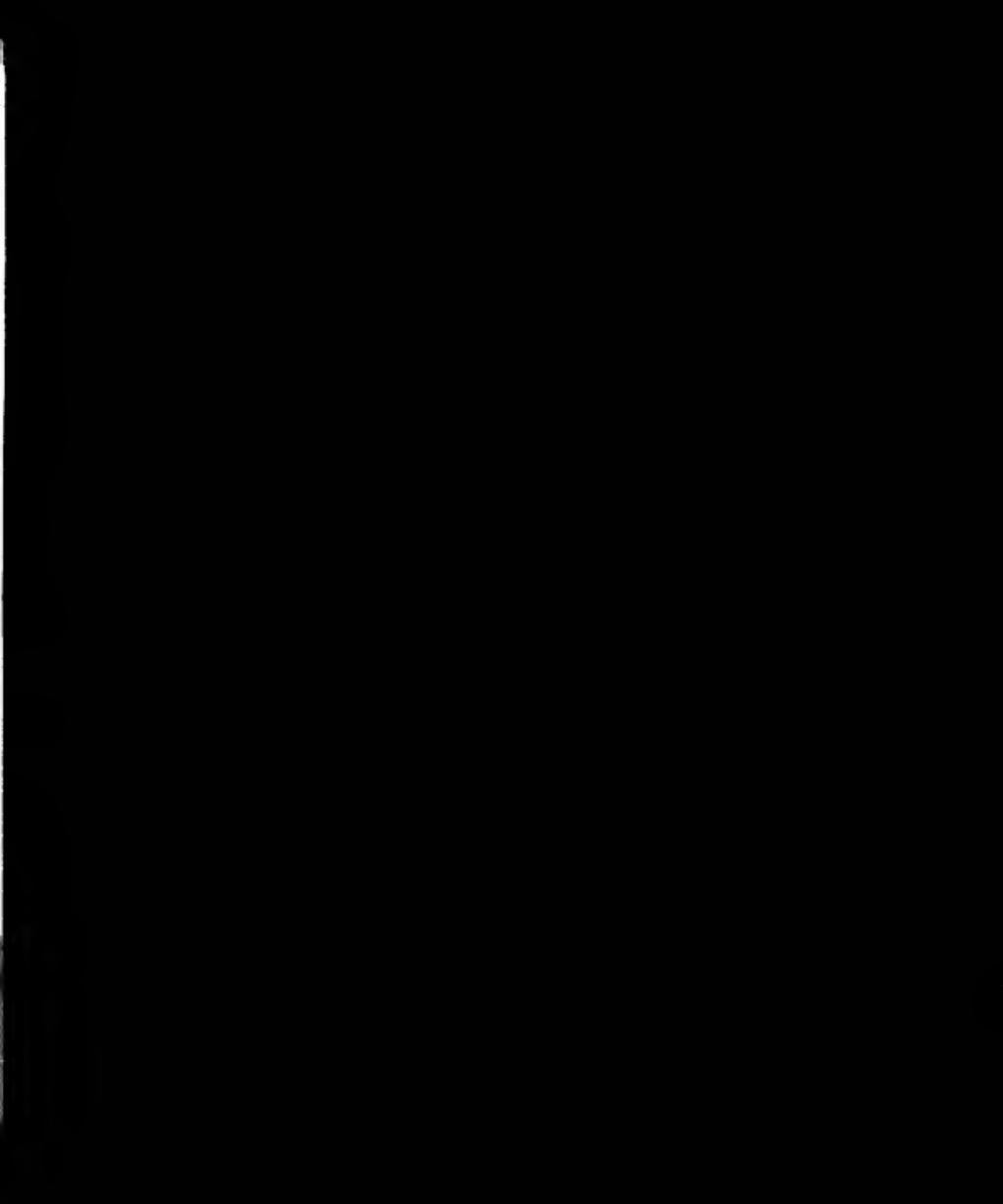
last week opened a research and development center in Shanghai and said it plans to employ hundreds of workers there. The facility is AMD's largest R&D center outside the U.S., according to the company. AMD didn't disclose the cost of the facility.

■ STEVEN SCHWARTZ, IDG NEWS SERVICE

is setting up a product design, development and testing center in Bangalore that's expected to employ more than 100 engineers by year's end. The first employees will come from the India-based development team of Tasman Networks Inc., which Nasdaq acquired in February. The center will work on advanced routers plus Ethernet switching and security.

■ JOHN RIBEIRO, IDG NEWS SERVICE

Compiled by Mike Buckley





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■ JEREMY IRK, IDG NEWS SERVICE

Freescale Semiconductor Inc. in Austin has set up a research and development center in Bangalore to develop software for wireless technologies. The center complements an existing software facility in Bangalore and a chip design center in India. The company said it plans to hire 1,000 more engineers in India over the next four years.

■ JOHN RIBEIRO, IDG NEWS SERVICE

LogicComs PLC has agreed to buy fellow IT services firm VNS Data North America in a cash and stock deal valued at about \$200 million (U.S.). LogicComs, based in London, said it will expand VNS Data's technology and customer base into the Nordic countries. The combined company will have about \$3 billion (\$3.7 billion U.S.) in annual revenues and nearly 40,000 employees.

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Advanced Micro Devices Inc. last week opened a research and development center in Shanghai and said it plans to employ hundreds of workers there. The facility in AMD's largest R&D center outside the U.S., according to the company, AMD didn't disclose the cost of the facility.

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Netgear Networks Corp. is setting up a product design, development and testing center in Bangalore that's expected to employ more than 100 engineers by year's end. The first employees will come from the software design division of Taiwan's Temic Networks Inc., which Netgear acquired in February. The center will work on advanced routers plus Ethernet switching and security.

■ JOHN RIBEIRO, IDG NEWS SERVICE

Compiled by Mike Bucken.



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Rational Targets IT Compliance Needs

General manager says Jazz project will integrate product portfolio, aid in audits

BY HEATHER HAVENSTEIN

Danny Sabbath, a 22-year veteran of IBM, has overseen the company's Rational software unit since May 2005. In an interview with Computerworld last week, he spoke about the increasing pressure on development organizations to implement mechanisms that can trace activities throughout the software development life cycle. Without such capabilities, users could fall audits for compliance with regulations, such as the Sarbanes-Oxley Act. Sabbath, Rational's general manager, also discussed the unit's new Eclipse-based project, code-named Jazz, which aims to link the various components of the software development life cycle and will eventually become a framework for future Rational products.



What is Rational doing to meet corporate demand for tools that can link disparate development tools and include portfolio management capabilities? There was an era for a while focusing around client/server computing, around individual developer productivity. Those are necessary conditions, but at the end of the day, they are not sufficient conditions. If you start looking at the pressures of software development in terms of compliance and flexibility and its ability to integrate and be managed as a business process, in many organizations you find that it's a mess. Some people are just trying to survive. They are failing audits in financial organizations because they can't show that the requirements that came in from the business

analysts were traced and documented all the way through the development to deployment or running of code. When you multiply those problems with a development team that is geographically distributed, those problems are even more intense.

We have been trying to re-vamp our product portfolio to strengthen it along the lines of governance, geographically distributed development and compliance so it is auditable. Then developers don't have to worry about that. They can let the tools deal with it.

What types of changes have you made to address these issues? We introduced a bunch of enhancements to things like RequirementsPro [a requirements management tool] for things like compliance. We now have a workflow and a process that manages quality, as opposed to just doing the automation of testing. We're using our

products together and continuing to put in integration across our portfolio and our existing capabilities so they work together for end-to-end life-cycle traceability and ease of development. The traceability allows you to draw a path across the entire development life cycle that satisfies audits.

What enhancements will be made to your products? We have a demonstration project, called Jazz, that has been under way for 18 months, built by the same team that built Eclipse. It is focused on an integrated view of the life cycle of software and system development. It shows what you could do if you had a fully integrated life cycle. You could flow information from any particular change that you make in requirements or code construction or test cases. Using an underlying common view of development metadata, whenever a change is made, it flows through the entire life

cycle, and anyone who needs to be notified is notified instantly. We're using that project as a design pattern for the evolution of our existing architecture.

When do you expect the Jazz capabilities to be added to other products? It will start to manifest benefits next year. We're trying to take the architecture we have built around a coherent view of collaboration and Web-centric clients and use that to unify all of our Web interfaces to all of our products. The Rational ClearCase version control tool and ClearQuest [defect-tracking tool] Web interfaces are being unified using this architecture.

The next time that you see us release a version of Rational's suite of tools for development teams, we will be talking about how our experience with Jazz morphs even more capabilities in our products and the way we interface to construction and modeling tools. Every time we release something, we will talk about how we are moving closer to that [Jazz] vision. ■

Salesforce.com, NetSuite Unveil Online Ad Services

BY MARC L. SONGMOM

Salesforce.com Inc. last week added an online advertising management service to its hosted CRM system. San Francisco-based Salesforce.com says the new service can help customers more easily manage marketing campaigns on Google Inc.'s search engine.

The new Salesforce for Google AdWords CRM service tightly integrates the processes connected with creating, managing and benchmarking marketing campaigns on the Google search engine, said Kendall Collins, Salesforce.com's vice president of product marketing.

All of the processes can now be handled directly through the Salesforce.com interface, which is linked to Google's Web site, Collins said.

In addition, Collins said the

new service lets customers purchase keywords and create advertising text through the Salesforce.com interface. It then correlates sales leads with ad clicks. A customer can use the service to measure which advertisements and key words are delivering results, allowing for more intelligent spending of advertising dollars, Collins said.

"Companies are spending money on advertising and getting their name out there, but

SERVICES OFFERED

Salesforce.com

Includes links to Google Web site

Lets users buy keywords and ads through Salesforce.com interface

Free 30-day trial

Phone at \$300 per month

Final version will ship by year's end

they're not sure it turns into actual revenue," he explained. "That's the disconnect we're trying to solve."

Salesforce for Google AdWords is offered through Salesforce.com's AppExchange application exchange service. Salesforce.com obtained the technology through its purchase earlier this month of Kieden Corp., a software developer that had used the AppExchange Web site to distribute the product.

Salesforce.com for Google AdWords is available now for a free 30-day trial. A final version of the product, priced at \$300 per organization, will ship by the end of this year, Salesforce.com said.

SERVICES OFFERED

NetSuite

Service works with both NetSuite ERP and CRM hosted systems

Available as a free add-on

Works with Google and Yahoo search engines

Integrated with NetSuite order management system

Demandbase Vice President Kirk Crenshaw said the ability to use Salesforce.com's interface is an important update for his firm. He noted that prior to installing the service, Demandbase couldn't locate the origin of search leads on Google, what the potential customer had been searching for, or what ads or keywords were big drivers of revenue.

The company can now measure what it spends on Google more effectively and can focus its efforts on the more successful campaigns, Crenshaw said.

Meanwhile, NetSuite Inc., a San Mateo, Calif.-based provider of hosted CRM and ERP

systems, last week announced a new offering to manage both Google and Yahoo-based advertising campaigns.

NetSuite CEO Clark Nelson said the service is available to users of his firm's hosted CRM and ERP systems. Offered without charge as an add-on to those systems, the NetSuite Keyword Marketing Module can track clicks up to the close of a sale.

Rebecca Wetteman, an analyst at Wellesley, Mass.-based Nucleus Research Inc., said offerings like those from Salesforce.com and NetSuite can provide a big boost to Google advertisers, who have long had little data to prove the cost-effectiveness of their investments. The new systems can provide companies with statistics showing whether their investments work, she said.

In a recent research note, Wetteman pointed out that the tools could hurt Google in negotiations with potential customers. ■

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Q&A

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Advertisers buy keywords and ads through the Salesforce.com interface.
Keywords are tracked and analyzed.
Ad click-through rates are measured.
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Demandbase Inc., a provider of lead-creation applications and services in Sausalito, Calif., is a user of the Salesforce.com CRM service. The company had used the Kieden AdWords service for three months before Kieden was purchased by Salesforce.com.

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Financial services. Telecommunications. Manufacturing. Retail. Energy. Healthcare. Transportation. Technology. Government. Every industry is changing. And every industry needs to change faster. To stay competitive. To stay relevant. To stay ahead. That's where we come in. We're the experts in change. We're the experts in technology. We're the experts in strategy. We're the experts in execution. We're the experts in delivery. We're the experts in outcomes. We're the experts in success. We're the experts in change. Because change is the only constant. And we're here to help you embrace it.



DON TENNANT

Takin' Care of Business

YOUR probably as disinclined as I am to admit it, but chances are you remember the Bachman-Turner Overdrive song "Takin' Care of Business." In fact, you probably remember the song by BTO so well that you won't be able to get it out of your head when you're finished reading this column.

I know what you're thinking: "Thanks a bunch."

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As this recognition grows even more pervasive, the value that IT delivers will grow at a rate that exceeds anything we've experienced so far. BTO said it all in the song "You Ain't Seen Nothing Yet."

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Don Tenant



Photo: Jim Doherty



DAVID MOSCHELLA

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RECENT COLUMN IN *Computerworld* and *On Computerworld.com* by Don Tenant and Ira Winkler

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This issue plays out on two levels. When companies search for a new CIO, they usually seek people with CXO-class skills. This means people

who put the business first and think and act like any other member of the executive team. Unfortunately, while many CXOs fit this profile, it's powerfully accepted within the recruitment industry that there just aren't enough people like this within IT. This helps explain why as many as half of CIOs these days don't have a background primarily in IT. Many companies are more comfortable giving the job to someone who has already proved himself as part of the executive team.

But the issue of executive talent shortages pales when compared with the need to get the overall IT department thinking more in business terms. Companies are looking for IT people who have consulting, negotiating and industry-specific skills that many IT pros simply aren't interested in. Our CIO clients tell us they're concerned that their staffs are still more comfortable toiling in the basement than getting out and discovering what the business really needs. One CIO client ruefully noted that one of the reasons his staffers like open-source software so much is that they can tin-



DAVID MOSCHELLA is global research director at the Leading Edge Forum, a Computer Sciences Corp. company. Contact him at dmoschella@cs.com.

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The reasons for these behavioral and cultural gaps go beyond the pros and cons of being an introvert or extrovert. Once someone is trained in IT, perhaps the biggest career decision he makes is whether to work for an IT vendor or customer. Since there is little movement between these two worlds, the decision often determines one's career trajectory. My view is that those who choose the vendor path are (and increasingly become) very different from those who work on the customer side.

Consider another stereotype, the Silicon Valley animal — entrepreneurial, self-promoting, job-switching, hustling, always selling something and looking out for No. 1. This stereotype is just as true and just as false as that of the socially inept IT professional, and all of us who deal with IT vendors know that the stereotype exists for a reason. Aggressive IT workers are attracted to the vendor world and then are increasingly shaped to that mold. It's one reason why many people leave the valley. They don't always like what they see and who they are becoming.

While most IT workers on both the vendor and customer sides are well adjusted, we need to recognize that these two environments tend to be both self-selecting and self-reinforcing. The more entrepreneurial types tend to choose the vendor path, which makes them more vendor-like over time. Those less interested in buying and selling are more likely to work on the customer side, which can easily make them less business-oriented over time. While there is no easy answer to these dilemmas, being aware is certainly the necessary place to start. Each side can learn a great deal from the other. ■

JOHN D. HALAMKA

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EVERY WEEK, some industry publication calls me to discuss the latest wireless acronym. Questions abound, such as: Are you implementing 802.1x on your 802.11a/b networks? How about EAP-FAST supplicants? IPsec VPN over wireless? TKIP, MIC, LEAP? How do you feel about the fu-

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It's dizzying. Users want something simple — just to be able to open a laptop and be connected to the Internet. They can do it in a hotel, so why is the corporate enterprise any different?

As CEO of Harvard Medical School, I need to support several types of wireless use, ranging from insecure wireless Internet access for visitors with possibly unmanaged, virus-infected laptops to highly secure wireless access for trusted users of corporate managed devices.

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Once on the Internet, any user on any operating system can access secure resources behind the firewall via a Secure Sockets Layer VPN. The SSL VPN (Juniper) works in an browser, on PCs, Macs and Linux-based laptops, with identical features and no client or support problems. Today I'm e-mailing this article using Microsoft Exchange via SSL VPN over wireless

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For our power users who are willing to accept a minimal amount of configuration to get behind the firewall without an SSL VPN, we created an SSID called "Private" that uses WPA. For Mac users, no configuration is necessary — just open the laptop lid and sign into the network using enterprise Active Directory credentials. For PC users, a small amount of configuration is necessary, depending on the driver used for wireless (Windows, Intel, IBM, etc.). For Linux, a custom driver must be downloaded, which makes this approach less than perfect, but most Linux users are happy with an SSL VPN; no calls to the help desk are limited.

The bottom line: Two SSIDs — one with a simple appropriate-uses page, and one with WPA along with an SSL VPN — provide choices that work everywhere for everyone.

While the U.S. economy is based on choice, in the world of wireless, there is too much of it. I'm sure that by next week it'll all be obsolete, but for the moment, we're cursed with wireless confusion. I hope our experience cases the path to wireless for others; our next challenge will be WiMax vs. FDDI vs. IEEE 802.11.

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Security analyst, Memphis

IRA WINKLER is right on the mark ["So, What's Wrong With Being an Introvert?" Computerworld.com Aug. 8]. I'm a top-notch programmer and I dread having to do help desk duty, because I'm not interested in social interaction at work. I'm interested in programming. I cannot put in what how strongly I'd rather be left to deal with end users' computer-related angst. The day I never have to answer another help desk call will be the

greatest day of my life. And the last thing I would ever want to be is a manager of other programmers. We're unmanageable! Just leave us alone and let us program.

Jeffrey J. Rank
Database/network administrator,
Thomas & Cosmopolitan
Institute, Lansing, Mich.,
grunkle@charter.com

I WAS GLAD to see Winkler defending the honor of introverts (7/14 Myers-Briggs INTJ). However, relying on Larry Summers to do so is a little iffy. I was a scientist before I was a programmer, and the level of thoughtless discrimination against women was breathtaking. Every woman who spent time in academic sciences could tell you hours of stories about this, which is why we all got interested when Larry Summers boasted about why women aren't in science. (By the

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DON TENNANT

Takin' Care of Business

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Security analyst, Memphis

LIKE RACISM, sexism, ageism, or any other "-ism" you can think of, the tech-as-social-pariah myth generates the behavior of a few to represent the whole. Are there really inept programmers and DBAs? Sure there are! You can be certain there are also spinal care doctors, patent attorneys and auto mechanics

defending the honor of introverts (In a Myers-Briggs INTJ). However, relying on Larry Summers to do so is a little fly. I was a scientist before I was a programmer, and the level of thoughtless discrimination against women was breathtaking. Every woman who spent time in academic sciences could tell you hours of stories about this, which is why we all got interested in Larry Summers' blathering about why women aren't in science. (By the

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John D. Halamka
CIO, Harvard Medical School
Photo: Michael S. Lockett

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TECHNOLOGY

08.28.06

EMERGING TECHNOLOGIES

Flash Forward

Hybrid hard disks that integrate a flash memory cache could deliver faster, less power-hungry laptops, desktops and servers. **PAGE 26**



SECURITY MANAGER'S JOURNAL

Soaking It All Up at the Black Hat Conference

Mathias Thurman returns from the hacker confab and faces a possible malware attack. **PAGE 31**

QUICKSTUDY

Internet2

The next generation of the Internet will be faster, more collaborative and multimedia-friendly. **PAGE 30**

Protecting the corporate database

involves targeting at-risk data and implementing four key defenses.

CHIEF SECURITY OFFICER

Barak Engel doesn't store many customer credit card numbers at San Francisco-based Loyalty Lab Inc., which runs customer loyalty programs for retailers. But he protects those numbers fiercely.

A vulnerability scanning and remediation service from Qualys Inc. scans Loyalty Lab's network perimeter for weaknesses, while two-factor authentication from RSA Security Inc. verifies its users' identities. Tripwire Enterprise from Tripwire Inc. audits changes to the company's environment for signs of misuse. Nessus software from Metaploitica Inc. scans for vulnerabilities on servers, and SecureDB from nCipher PLC encrypts the data itself.

That's a lot of defense for less than a few hundred megabytes of credit card numbers. But customers, regulators and investors are requiring that companies do whatever it takes to protect "data at rest," whether that data is in a structured database, on a backup tape, on a storage-area network or in a spreadsheet on a notebook computer.

For Engel, one of the key drivers is the Payment Card Industry (PCI) data security standard. It specifies 12 requirements for all companies

that accept credit cards, including encrypted transmission of cardholder data, periodic network scans, logical and physical access controls, and activity monitoring and logging. To meet such requirements, organizations must determine what sensitive data they own, where it is stored, how it is used and the likely attacks it faces. They must then defend it using tools such as access control and authentication systems, vulnerability scanners, data access monitors and encryption.

Know the Threat

Threats may come from disgruntled employees using legitimate access rights to profit for data, forgetful users whose data-rich notebooks are stolen, and dishonest employees who sell information to the highest bidder. Even if you trust (or are) the database administrator, many regulations require a "separation of duties" that limits which information a database administrator can view.

Data at rest is information that is stored, even temporarily, as opposed to data in transit over a network. It most often refers to structured data, such as the rows and columns of a relational database, but it can also include unstructured data created by other applications, such as word processing, spreadsheet and overall programs.

Without an upfront information assessment, organizations often encrypt too little or too much data or fail to build defenses against the most likely threats, says Carteron Inc. analyst Rich Mogull. Some vulnerability scanning and database access tools can help customers find databases they didn't know they had, as well as track where sensitive data is kept and how it's being used. These tools make it easier to identify which information to protect and where encryption and decryption will be required.

Encrypting more data than necessary can cripple databases or application performance, says Trent Henry, a senior analyst at Burton Group, a research firm in Midvale, Utah. It can also lead to disaster if you can't find the proper de-

ROMANTIC
SCANNER



Database

Database Protection Vendors

product, most organizations will need to work with more than one vendor to create an in-depth defense that includes control and authentication, vulnerability scanning, data access monitoring and encryption.

Here's a sampling of vendors with tools designed to protect corporate databases. Although some vendors offer more than one

item, another shortcoming of native database encryption is that it can't hide sensitive data from database administrators, says Burton Group's Henry.

That's changing, he says, with products such as Oracle Corp.'s Oracle Database Vault, an option for Oracle databases that allows customers to "substantially limit what the DBA can do," he says.

No Silver Bullet

Customers, analysts and vendors agree that a mix of technologies is required to meet the needs of each unique environment. In addition to encryption, firms uses SecureSphere application layer firewalls from Imperva Inc. to protect its Web and database servers, as well as vulnerability and penetration testing tools.

Customers rely largely on access control and database access monitoring tools to comply with the Sarbanes-Oxley Act, says Peter Minge, founder and CEO of Tizor Systems Inc. in Maynard, Mass., but they are using encryption more often to comply with PCI.

Even with products that allow users to encrypt only specific database columns (such as those holding credit card numbers), administrators may still need to restructure some databases to make encryption feasible. If a customer's Social Security number is used as the "index" field that helps locate all other information about that customer, encrypting Social Security numbers could require destruc^{tion} of that column for every query and thus cripple database performance. Another approach, says Jeff Mongan, director of product marketing at Cambridge, England-based iSpher, is to encrypt all but the last four digits of the sensitive number.

Rather than modifying applications so they can decrypt data, says Minge, companies can also merely encrypt the file or hard drive where the data is stored to deflect attacks on the database and use data access monitoring tools to watch for suspicious activity from within the application.

Making the wrong choice about where, for example, to use encryption can waste a lot of money, risk a lot of data and make a lot of users unhappy. That's why it's so crucial to first understand the threats facing your data and then begin building your defense. ■

cryption keys when you need the data. An information inventory also helps ensure that you are encrypting data at the most likely point of attack.

Defensive Tools

Many customers use a combination of four protective techniques, chosen to meet their specific needs and budgets. Access control and authentication products verify the identity of users and control who has databases, applications and information in they can access. Many of these functions are contained within commercial databases, says McGill, and thus don't require third-party tools. Vulnerability scanners check databases (and sometimes servers) for well-known vulnerabilities, such as default or weak passwords or unnecessary services or processes that are running. They then produce audits or reports listing the results.

Database access monitoring tools track who accessed what data in which databases, when they accessed it and whether and how they changed it. The

tools then alert security managers to suspicious behavior, such as a middle-of-the-night query for all customers' credit card numbers. Key features to look for, as with access control and authentication products, include the ability to create and enforce very granular identity and role-based access controls, as well as the ability to produce easy-to-understand audit reports. Some tools also generate reports geared to the requirements of specific regulations that focus on certain types of users, such as database administrators.

Ease of use and automation are key to customers such as David Furnas, CIO at Valley Regional Medical Center in Silver City, N.M. He says he's looking for data access monitoring software that will cut in half the 20 hours he spends each month trying to "filter out all the unauthorized, inappropriate access" and correlate data from multiple monitoring tools in search of possible attacks.

The final category of tools encrypts data so it can't be used even if it is stolen. Encryption can be done fairly eas-

ily with a number of off-the-shelf products, but the real challenge is properly managing the keys needed to decrypt data when needed.

"When you start to talk about issues such as dual controls, split controls, rules about how do Irotate a key, how do I recover keys — all of those are the areas that require significant thought," says Engel. That's why he, like many other customers, buys separate encryption and/or key management products even though many databases now ship with native encryption capabilities.

Harvey living senior director of IT security at Carrollton, Texas-based Accor North America, which owns and operates about 12,000 hotel properties in the U.S., Canada and Mexico, chose RSA Key Management from RSA Security. He says it provides a single key management system across the company's various applications.

Application programming interfaces from RSA allow Accor developers to easily adapt applications to access decryption keys as they need them, says

Vendor	Product Name(s)	Product Type	Capabilities
AppDynamics, AppFabric, dbEncrypt	Vulnerability scanning, database access monitoring, encryption		Scans for misconfigurations or security vulnerabilities; monitors real-time access to databases; provides software-based column level database encryption and key management.
Insight Suite	Database access monitoring		Captures and normalizes log information from applications, operating systems and databases to provide reports on access by various user types.
To be announced	Encryption		Plans to add encryption to many products using Technologies from its claimed acquisition of RSA Security. Already offers protection for unstructured data.
SQL HealthGuard, SQL Audit Guard, SQL PolicyGuard	Vulnerability scanning, access control and auditing		Also offers PDI Accelerator for Database Compliance, which has pre-defined templates for PCI compliance.
DataSecure	Encryption		Offers hardware-based cryptography, field-level encryption at the Web server, application server or database layer as well as centralized key management.
Database Security and Compliance Solution	Software-based vulnerability scanning, access monitoring, auditing and reporting		Compares database settings to industry best practices to help ensure compliance.
Audit DB	Database vulnerability scanning, access monitoring		Audits for users, access activity, identifies changes to the structure and permission levels and violations of access policies.
KeepSecure: Security, Secure DB, Secure FS	Encryption and key management		Software- and hardware-based encryption. Protects data in structured databases and identify management tools.
Defense Security Software Suite	Access monitoring, encryption		Provides policy-driven software-based encryption, key management and access audits, and DBA inspection of data.
Montra	Access monitoring for databases and file servers		Audits multiple databases. The servers and application servers from a network-based appliance has templates for compliance with various regulations.
KeepSecure	Software-based data access monitoring, audit and encryption of both structured and unstructured data		Centralized management console controls policies, separation of duties, reporting and auditing. Adapters integrate with databases, file systems and business applications.

Schreier is a freelance writer in Boylston, Mass. He can be reached at rschreier@charter.net.

Database Protection Vendors

product, most organizations will need to work with more than one vendor to create an in-depth defense that includes control and authentication, vulnerability scanning, data access monitoring and encryption.

Product Name	Product Type	Capabilities
Vulnerability scanning, database access monitoring, encryption		Scans databases for misconfigurations or security vulnerabilities; monitors for unauthorized access to databases; provides column-level, object-level database encryption and key management.
Database access monitoring		Captures and normalizes log information from applications, operating systems and databases to provide reports on access by various user types.
Encryption		Plans to add encryption to many products using technologies from its planned acquisition of RSA Security. Already offers protection for structured data.
Vulnerability scanning, access control and auditing		Also offers PCI Accelerator for Database Compliance, which has predefined templates for PCI compliance.
Encryption		Offers hardware-based cryptography; builds-level encryption at the Web server, application layer or database layer as well as centralized key management.
Software-based vulnerability scanning, access monitoring, multiplatform and reporting		Compares database settings to industry best practices to help ensure compliance.
Database vulnerability monitoring, access monitoring		Applies databases for users' access activity; identifies changes to the structure and permission levels of access policies.
Encryption and key management		Software- and hardware-based encryption. Protects data in structured databases and identity management tools.
Access monitoring, encryption		Provides policy rules, software-based encryption, key management and access audits, and DSA separation of duties.
Access monitoring for databases and the servers		Applies multiple databases, file servers and application servers from a network-based appliance; has templates for compliance with various regulations.
Software-based data access monitoring, audits and encryption of both structured and unstructured data		Centralized management console controls policies, separation of duties, reporting and auditing. Adapters integrate with databases, file systems and business applications.

cryption keys when you need the data. An information inventory also helps ensure that you are encrypting data at the most likely point of attack.

Defensive Tools

Many customers use a combination of four protective technologies, chosen to meet their specific needs and budgets. Access control and authentication products verify the identity of users and control which databases, applications and information they can access. Many of these functions are contained within commercial databases, says Mogull, and thus don't require third-party tools. Vulnerability scanners check databases (and sometimes servers) for well-known vulnerabilities, such as default or weak passwords or unnecessary services or processes that are running. They then produce audits or reports listing the results.

Database access monitoring tools track who accessed what data in which databases, when they accessed it and whether and how they changed it. The

tools then alert security managers to suspicious behavior, such as a middle-of-the-night query for all customers' credit card numbers. Key features look for, as with access control and authentication products, include the ability to create and enforce very granular identity and role-based access controls, as well as the ability to produce easy-to-understand audit reports. Some tools also generate reports geared to the requirements of specific regulations that focus on certain types of users, such as database administrators.

Ease of use and automation are key to customers such as David Furnas, CIO at Gillette Regional Medical Center in Silver City, N.M. He says he's looking for data access monitoring software that will cut in half the 20 hours he spends each month trying to "filter out all the unauthorized, appropriate access" and correlate data from multiple monitoring tools in search of possible attacks.

The final category of tools encrypts data so it can't be used even if it is stolen. Encryption can be done fairly eas-

ily with a number of off-the-shelf products, but the real challenge is properly managing the keys needed to decrypt data when needed.

"When you start to talk about issues such as dual controls, split controls, rules about how do I rotate a key, how do I recover keys — all of those are the areas that require significant thought," says Engel. That's why he, like many other customers, buys separate encryption and/or key management products even though many databases now ship with native encryption capabilities.

Harvey Ewing, senior director of IT security at Carrollton, Texas-based Accor

North America, which owns and operates about 12,000 hotel properties in the U.S., Canada and Mexico, chose RSA Key Management from RSA Security. It says it provides a single key management system across the company's various applications.

Application programming interfaces from RSA allow Accor developers to easily adapt applications to access decryption keys as they need them, says

Ewing. Without such keys, legacy systems can crash if they're expecting, say, a nine-digit response to a query and instead receive encrypted characters.

Another shortcoming of native databases is that it can't hide sensitive data from database administrators, says Burton Group's Henry. That's changing, he says, with products such as Oracle Corp.'s Oracle Database Vault, an option for Oracle databases that allows customers to "substantially limit what the DBA can do," he says.

No Silver Bullet

Customers, analysts and vendors agree that a mix of technologies is required to meet the needs of each unique environment. In addition to encryption, Ewing uses SecureSphere application layer firewalls from Imperva Inc. to protect his Web and database servers as well as vulnerability and penetration testing tools.

Customers rely largely on access control and database access monitoring tools to comply with the Sarbanes-Oxley Act, says Prat Mogull, founder and CEO of Tizor Systems Inc. in Maynard, Mass., but they are using encryption more often to comply with PCI.

Even with products that allow users to encrypt only specific database columns (such as those holding credit card numbers), administrators may still need to restructure some databases to make encryption feasible. If a customer's Social Security number is used as the "index" field that helps locate all other information about that customer, encrypting Social Security numbers could require decryption of that column for every query and thus cripple database performance. Another approach, says Jeff Moggill, director of product marketing at Cambridge, England-based Cetis, is to encrypt all but the last four digits of the sensitive number.

Rather than modifying applications so they can decrypt data, says Mogull, companies can also merely encrypt the file or hard drive where the data is stored (to deflect attacks on the database) and use data access monitoring tools to watch for suspicious activity from within the applications.

Making the wrong choice about where, for example, to use encryption can waste a lot of money, risk a lot of data and cost a lot of users unsuppy. That's why it's so crucial to first understand the threats facing your data and then begin building your defense. ▶

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IBM

INFRASTRUCTURE LOG

DAY 33: Our information is siloed. Unmanageable. People can't access the latest info to make decisions. Gil's resorted to giving everyone access to everything all at once.

Monitors now outnumber humans 18 to 1.

DAY 36: It's clear to me. We need an IBM Information On Demand middleware solution. Info will be liberated from the silos—available when we need it, whatever the format. Accurate and in context. Now we can make smarter decisions and deliver real business value.

Access is a beautiful thing.



Information Management

See innovative IBM Info Management solutions in action:
IBM.COM/TAKEBACKCONTROL/INFO

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Flash Forward

Windows Vista's support for flash-assisted hybrid hard drives could set the stage for faster, less power-hungry laptops, desktops and servers. **By Robert L. Mitchell**



HYBRID HARD DRIVES: What Are They?

ATA
interfaces

A standard hard disk includes both magnetic storage platters and a small DRAM buffer. A hybrid drive adds flash memory, which is used as a nonvolatile data cache. Data in the cache can be retrieved faster and reduces use of the hard disk, cutting power consumption.

EMERGING TECHNOLOGIES

YOUR NEXT Windows laptop could run faster and last longer on a single battery charge, thanks to a new generation of hybrid hard disk drives and a feature in Windows Vista that leverages

NAND flash memory as a disk cache. The feature, called ReadyDrive, could also reduce the incidence of hard disk

crashes due to shocks — the most common hardware failure in notebooks — by decreasing the amount of time the disk needs to be spinning.

The technology will first appear in notebooks, but its potential is much broader, says Ruston Panabaker, an architect in Microsoft Corp.'s Windows hardware innovation group. "We fully expect to see it show up in desktops and perhaps even in specific server applications," he says.

ReadyDrive has spawned a new category of flash-assisted hard drives. Samsung Semiconductor Inc. and Seagate Technology LLC have each announced hybrid drives that integrate a 1.5-in. magnetic hard disk with up to 256MB of onboard flash. Both are expected to be available early next year. A rival technology from Intel Corp., code-named Robson, places the cache on the motherboard along with a controller chip. It will launch with Intel's Santa Rosa notebook platforms in the first quarter of 2009.

Improvements in the performance of flash chips and plummeting prices have made the new hardware designs viable. "The interface to flash chips has been doubling in read and write performance every single year," says Panabaker.

Research firm IDC predicted that flash prices would drop by 5% this year. Market prices recently hit \$17.50 per gigabyte, which is already less than projected, and the downward trend is expected to continue (see chart, next page).

Because disk I/O speeds haven't kept up with CPU horsepower, it was just a matter of time before storage vendors turned to flash. "Vista was certainly the catalyst," says IDC analyst John Ryding. But the use of hybrid drives could certainly expand beyond Windows systems.

A related Vista feature, ReadyBoost, is a read cache that allows Windows to cache memory pages that won't fit into main memory on a USB flash drive. Because the device could be removed at any time, however, unique data can't be stored on it, and data is encrypted for security reasons.

"The final solution is ReadyDrive," a write cache that can cache portions of the operating system to facilitate faster boot-up and resume times, says Panabaker. "I would expect to see a 30% boot-time savings using ReadyDrive," he says.

During normal operations, data retrieved from the cache will be transferred two to three times as fast as from disk, says Panabaker. Samsung claims that the cache in its hybrid drive is 50 times faster than disk.

Not all applications will benefit equally from hybrid disks, however. The biggest performance improvement comes from faster seek times — the time it takes to locate data on disk. Those latencies, more than transfer rates, tend to produce a bottleneck. Therefore, some applications that read sequential strings of data, such as video, won't benefit as much.

Continued on page 28

Vista was
certainly
the catalyst
[for hybrid
disks].
JOHN RYDING

IBM

INFRASTRUCTURE LOG

DAY 15: Our network's too complex to manage. We're not proactive at all; we're just reacting. Help!

Gil brought in a crystal ball. Says he can now peer into the future of our infrastructure.

DAY 17: I see a better way: IBM Tivoli middleware. It gives us a holistic view of the infrastructure and analyzes the relationship between apps, systems and networks. Fixes problems proactively for more uptime and more storage availability. Plus, it's open, modular and scalable.

Gil says he saw all that too but forgot to tell us.



Tivoli

IBM TIVOLI TAKEBACKCONTROL ACTV



SAMSUNG'S 8.5-INCH SOLID-STATE DISK DRIVE does away with magnetic disk entirely in favor of flash memory chips. Samsung has announced a notebook computer that will use the device.

SOLID-STATE DISK: Soul of The New Machines

FALLING PRICES for non-volatile flash memory have convinced some notebook manufacturers to go beyond standard hard drives and create machines that replace the entire hard disk with a solid-state disk (SSD).

In June, Samsung Electronics Co. introduced two notebooks for the Korean market—the Samsung Q1 and Q90—but one was a 32GB flash-based SSD that looks like a standard 1.5-in. ATA hard disk drive. In July, Sony Corp. announced the VGN-U900 notebook series, which includes a 16GB SSD, for sale in Japan and China.

Competitors with entry-level hybrid drives, SSD-modified notebooks, look up to one factor, says Rysling: "The cost will drop by 50% faster, but they don't catch [Sony's] U900, which sells for \$2,000, while \$343 is more than a cost of a 200GB hard disk." The Samsung notebooks start at \$2,200. At current prices, 2008 of flash might add \$700 to costs to the price of a notebook, says IDC analyst John Ryding.

The price of RAM, at about \$75 per gigabyte, has already dropped below IDC's predictions. However, that puts it in competition to disk drives, which cost as little as 85 cents per

gigabyte. Disk drives also enjoy economies of scale— their cost per gigabyte decreases as capacity increases. In contrast, flash pricing tends to be linear. The crossover point for SSD versus traditional hard drives is 10GB, says IDC analyst Dave Rehfeld. At capacities above that, hard drives are cheaper.

Today, flash SSDs make the most sense in rugged notebooks for military or industrial use. That's the case at NGS. "The hybrid disk technology is somewhat attractive to us, but I believe that the flash-only drives will be a much better model to have in the future when the pricing of high-capacity flash goes more into the range of commodity pricing," says Jack Weiland, the energy firm's chief technologist. Costs will have to come down further and SSD capacity will need to expand before flash SSDs are viable in broader applications, says Rysling. He notes that while the disk bootstrap for Windows XP is 1.5GB, Vista is expected to come in at between 500B and 1,000B. "That sets up a pretty big check of the solid state disk," he says.

Whether it is less powerful, "For many applications, 2008 is more than sufficient for business use," he says.

Given the predicted declines in flash pricing, Don Barnettson, director of flash marketing at Samsung Semiconductor, thinks general-purpose notebooks with SSDs might not be too far off. "I think you'll see [some systems] this year," he says. "But it will go into the mainstream in three to five years."

—ROBERT L. MITCHELL



SONY'S XARIO UX90 has a solid-state disk drive and sells for \$1,605, which is \$343 more than a unit with a 32GB hard disk.

driven. Hybrid disk drives will also be more reliable. "The hard disk drive is able to withstand shocks when it's in an off state. We can improve the reliability up to five times," Barnettson says.

While hard drive makers advocate a hybrid disk drive that places flash memory cache with the physical disk drive, Intel thinks the cache should be on the motherboard. Its Santa Rosa notebook will include 256MB of flash and can look like a ReadyBoost device

or a hybrid disk accessible to ReadyDrive, says Kishore Rao, NAND product line manager at Intel.

Panabaker thinks hybrid drives are a better design for ReadyDrive, since the storage subsystem manages the cache and disk. "Microsoft has concerns about the issues associated with such a nonvolatile, nonvolatile cache," he says.

"We don't see that as being an issue," says Kishore, adding that Intel's Matrix storage manager chip will safely handle all I/O operations. Disk drive makers say problems with flash on the motherboard will be harder to service. However, Intel considers that when a hard disk fails, it would force the user to throw out the flash along with the disk.

"It's difficult to predict how this is going to play out with PC manufacturers," says Rysling. But users aren't likely to care as long as the technologies perform and do the same, he adds.

Jack Weiland, chief technologist and director of NStar Electric & Gas Corp. in Boston, sees an 8% to 12% increase in battery life as "marginal at best" and adds that faster boot times are mitigated by the fact that "more boot time is spent in authentication and managed desktop environments than in the loading of Windows itself." But he says the durability of hybrid drives is still questionable. "The key feature to me is that the heads can stay locked for large amounts of time. If we put laptops in trucks and carry them to work sites where they can get banged around, so this technology would greatly reduce drive fatalities," he says, adding that solid-state disk could be even better.

Beyond Laptops

Performance benefits may be the main reason for using hybrid disks in desktops, but Panabaker believes that corporate customers have told Microsoft that they'd like to have hybrid drives in desktops so the disk drives will spin down during periods of inactivity, cutting power consumption and heat generation.

The same power savings could benefit servers with direct-attached storage, says Panabaker. And it's likely that ReadyDrive will be integrated into the next version of Windows Server through Panabaker won't confirm. "The code is part of the core bits in Windows," he acknowledges.

The outlook for hybrid disk in networked storage is less clear. ReadyDrive currently doesn't support iSCSI network-attached storage (NAS), but

Plummeting Prices

The price per gigabyte of flash has fallen from \$1,000 in 2002 to \$0.07 predicted for the year, due largely to low the price of DRAM and making the technology attractive as a disk cache for notebooks and PCs.



Panabaker says he sees value in supporting it as a way for network storage services to save power and generate less waste heat in data centers.

Chris Bennett, vice president of core systems at Sunnyvale, Calif.-based Network Appliance Inc., says he thinks the technology might find a niche in small NAS boxes, but he says "no apparent benefit" for enterprise-class systems, noting that NetApp disk arrays already use faster dynamic RAM cache and are not typically powered down.

However, allowing drives to spin down during periods of inactivity could help data centers face heat and power challenges. "In a server environment, power consumption is a big factor," says Rao, "so if you can keep disk drives spun down, that saves power."

Falling prices could make it more attractive for network storage, says Panabaker. Flash "is now cheaper than DRAM, so we see an interesting trend where it may be cheaper in really specialized products, such as some high-end SCSI arrays, to use flash," he says.

As performance continues to climb and costs drop, flash is likely to become attractive for more and more applications. Says Rao, "Anyplace there is a gap between processor performance and disk I/O, flash will apply."

Continued from page 26

Windows, however, is more transactional. It tends to trickle log files and other data even when systems are idle, keeping drives spinning. Placing that data in the write cache allows disk drives to power down. That could reduce power consumption by up to 90% in some cases and increase usable system life by 8% to 12%, claims Don Barnettson, director of flash marketing at San Jose-based Samsung Semicon-

TECHNOLOGY

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Continued from page 26

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Beyond Laptops

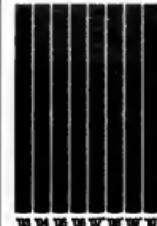
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We can improve the reliability [of disk drives] up to five times.

N. BARNETSON

INFRASTRUCTURE LOG

DAY 18: Everything is frozen. It's our processes. They're inflexible. We can't respond to change.

Why did we lock ourselves in like this? Brrrr.

DAY 19: A way out. IBM WebSphere middleware for Business Process Management. It lets us streamline business tasks. We can test our processes before we roll them out and monitor performance once they're deployed, and reuse is easy because it's based on a service oriented architecture.

Everything's unfrozen now. Wow, it's good to feel my toes again.

IBM



WebSphere

Take the BPM with SOA Assessment at:
IBM.COM/TAKEBACKCONTROL/PROCESS

Internet2

DEFINITION

Internet2 is a consortium of universities, technology companies and government agencies working to develop and deploy advanced network applications and technologies in order to accelerate the creation of a next-generation Internet.

BY JAMIE SHAWLIS

ALTHOUGH today's Internet is often credited with creating so much change that society is still racing to catch up, it has also come to be seen as unwieldy, hidebound and problematic — ripe for revision or replacement. Security issues, spam, slow downloads and the exploding need for URLs are only some of its problems. The Internet is sometimes seen as a victim of its own success, and several initiatives are under way to develop the Internet of the future.

Internet2 is one of those initiatives, and it has a longer history than most of the others. The launch of the first Web browser, Mosaic, in 1993 marked the transition of the Internet from a university/research-oriented tool to a commercial and public institution service. Three years later, a group of 36 scientists met in Chicago to discuss ways of developing and implementing a new Internet, which they named Internet2. The project has come to be formally administered by the University Corporation for Advanced Internet Development (UCAID).

Internet2 is now a consortium made up of more than 200 U.S. universities, 70 private companies and 40 other organizations, including U.S. government laboratories. It is connected to similar initia-

tives around the world. Collaboration and competition may be the twin watchwords for all these initiatives as they attempt to develop higher bandwidth connectivity, improved network protocols and advanced applications that are not possible under the limitations of the current Internet.

Internet2 has four primary areas of interest and development, according to its Web site: 1) high-performance networks that will have higher bandwidth, 2) advanced network applications to improve collaboration among people and to provide interactive access to information and resources, 3) new network capabilities, such as improved quality of service, multicasting and Internet Protocol Version 6 (IPv6), that will improve throughput and management of network traffic, and 4) middleware.

Internet2 isn't after a "killer app," according to Ted Hanss, the group's director for applications development. Instead, it describes four attributes that are found in the most compelling applications: They enable interactive collaboration environments; they provide common access to remote resources; they use the network as a "backplane" to build networkwide computation and data services, such as those under development in a grid; and they display information

through virtual environments. Internet2 is a shifting and somewhat competitive collaboration that has grown in ways that have been determined by the market. For example, the bursting of the telecommunications bubble in 2002 presented several opportunities for universities to save money by buying unused fiber-optic cable, known as dark fiber, and creating their own networks.

Network backbones constructed out of leased from companies that had plenty of dark fiber on their hands linked university campuses and research sites.

Some of these networks include I-WIRE, which connects the University of Illinois at Urbana-Champaign with other universities and research institutions in the Chicago area. Another is the CENIC network, which connects University of California campuses, California State University campuses, California Institute of Technology, Stanford University and the University of Southern California.

Internet2 originally had a contract with Qwest Communications International Inc. for a national backbone, named Abilene after the railroads that met in Abilene, Kan., to transport cattle. That network

handled data at a maximum of 10Gbit/sec. It also used the IPv6 protocol rather than IPv4, which is standard on the public Internet. IPv6 uses 128-bit Internet addresses instead of the 32-bit addresses used by IPv4, which increases the number of available addresses from about 4 billion to about 10^{30} times that. Thus, it's more likely that there will be addresses for all of the wired, personal-use equipment that is expected to come online.

Abilene, in conjunction with another backbone provider called National LambdaRail, also served as a testbed for Internet2's Hybrid Optical and Packet Infrastructure project, an attempt to take the best features of packet-switched networks (such as the current Internet) and circuit-switched networks (such as old-time phone lines).

Subsequently, Internet2 held talks with National LambdaRail, which provides connectivity to a consortium of universities and research institutions, to provide a backbone for Internet2. (The Lambda in the name refers to the wavelengths of light that provide data transmission in fiber-optic networks, and the Rail is another instance of nostalgia for railroad networks.) How-

ever, those talks broke down, and Internet2 signed a contract with Level 3 Communications Inc. to lease fiber-optic lines, acquiring 10 times the capacity that had been provided by Abilene. The new network will be called Net2Net.

There are other high-speed research-oriented networks, including one called vBNS, developed by MCI Inc. for the National Science Foundation. And there are other umbrella organizations with similar goals to those of Internet2, such as the U.S. government's Next Generation Internet project. The institutional and funding relationships are themselves densely networked.

Although the U.S. was the original home of the Internet, with its origins in the ARPANet, today the race for a new Internet extends throughout the world, with implications for global collaboration and competition. □

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QUICK STUDY



Soaking It All Up at the Black Hat Conference

Armed with new information, our manager comes home to face a possible outbreak of malicious code. By Mathias Thurman

SECURITY professionals who can attend just one conference a year should make it Black Hat in Las Vegas. It attracts extremely talented information security professionals, and the informative, relevant and timely classes and briefings are mostly conducted by industry experts.

An extra benefit is that the annual DefCon computer hacker conference is always held right afterward. If you don't get enough security training at Black Hat, stick around, and DefCon will be sure to fill your brain to the brim.

Black Hat is fun. When I go, as I did earlier this month, I usually bump into folks I know, whether I worked with them in the past or have just been exposed to them in some fashion. It's always great to share war stories and reminisce about how things were done in the old days.

But you can find yourself having informative discussions with complete strangers. At this year's Black Hat, I spent most of my time attending the Microsoft Vista sessions, since I'm interested in learning about the security features of Microsoft's new operating system. The discussion on Microsoft's kernel-hardening was interesting, but at one point, I got lost in the technology-speak, not being a kernel-level programmer by trade.

So when my coffee cup went empty, I left the room and ended up in a very interesting hallway conversation with a couple of information security

professionals who were talking about Asterisk. That's an open-source telephone private branch exchange system that can be easily installed on Linux.

The PBX talk led to another interesting discovery for me. One of the guys was talking about CallerID on a PBX and mentioned that if you configure a phone's CallerID to display the name of the owner of a cell phone number and then call that cell phone from the phone with CallerID, you will probably be given access to the phone's voice mail. Of course, this won't happen if the cell phone's voice mail has a password, but how many people configure passwords for their cell phones? Until then, I hadn't (shame on me). Needless to say, the next time I sent out a standard "Don't open attachments from strangers" message to our employees, I included that perhaps trivial piece of information.

Back to the briefings. I found a session on incident response presented by the CEO of Mandiant to be a validation of my own incident-response procedures. Alexandria, Va.-based Mandiant is a professional services company that has a

lot of experience with incident response and forensics, and I gained some knowledge about a few tools in its First Response program. Ironically, it was incident response that had my attention the very day I returned to work from Black Hat.

Mystery Malware

A succession of people had called our help desk claiming that their machines had arbitrarily rebooted, and we thought malicious code was propagating through our network. We needed to do a forensic examination on one of the victimized laptops, but many of the people calling were in remote offices or even in another country. Luckily, a machine from one of our project managers, whose office is just a few doors down from mine, was affected, so I looked at her laptop.

Our normal procedure is to take an image of a compromised laptop so that we can conduct the forensic exam on the mirror image and let the owner of the laptop continue to work. But the calls to the help desk were rising, and we didn't have time to take an image. We had to get right to work tracking down the source of the problem.

We used some tools to view things like running processes, event logs, open ports, services and scheduled tasks. Nothing showed up that looked malicious. We installed and ran a couple of different virus-detection tools. Again, we saw no signs of anything malicious. We even connected the laptop to a hub and used Etherereal, a free network-protocol analyzer (sniffer) to monitor the network traffic generated from the laptop. It all looked legitimate.

Then, as we were getting ready to roll our sleeves up

to conduct some advanced forensics, one of the desktop engineers discovered that a Microsoft Systems Management Server (SMS) push had been executed the night before. We use SMS to push patches and selected software to our 10,000 desktops. Usually, we schedule such activities in advance and tell users and the help desk about the pending push. Even emergency pushes still involve a fair amount of communication. This time, unfortunately, we'd a communications breakdown.

The systems engineer responsible for pushing the security patch was under the impression that the proper coordination and communication had occurred and that he had permission to execute the SMS push. But a check of our remediation ticketing system indicated no planned or emergency change control for the SMS push, and no communications had been sent.

Fortunately, since most of our users are configured for automatic updates, only those users who didn't have the required patch (which necessitated a reboot) were affected.

But while this was a bit of a false alarm, we ended up with a good exercise in incident response that validated some of our procedures. One thing I've learned over the years is that every security incident is different. But whether an incident is a real security breach, malicious code propagation or some quirky network issue, a solid incident-response process should let you sort it all out efficiently. This time, I've learned to add the SMS check to our response protocol so that next time we won't be running around like chickens with their heads cut off for no reason. *

WHAT DO YOU THINK?

This week's journal is written by a real security manager, Mathias Thurman, whose name and employer have been disguised for obvious confidentiality. Comment at computerworld.com/blogs/security or post the discussion in our security forums at computerworld.com/forums/security. To find a complete archive of our Security Manager's Journal, go online to computerworld.com/journal.

SECURITY MANAGER'S JOURNAL

SECURITY LOG



BRIEFS**IBM Announces SOA Portal Server**

IBM last week announced a new portal server designed to let companies build composite applications within a service-oriented architecture for a lower price than using IBM's existing portal tools. WebSphere Portal Server is designed to provide easy access to enterprise information stored in systems from vendors such as Oracle Corp. and SAP AG. It also includes WebSphere Portlet Factory Designer. Portal Server is available now at \$2,500 for 20 users or for \$50,000 per processor.

Linux/Windows Management Released

A Linux server management software vendor Centauri Corp. has released Lineview 2.0, software intended to help Linux and Windows networks work together. Lineview now includes support for 94-bit Linux distributions from Red Hat Inc., SUSE Linux AG, The Fedora Project and CentOS. The software, available now, starts at \$349 per Linux server. A 30-day trial version can be downloaded at www.centauri.com/trial/.

Global 360 Updates Business Process Tool

A business process management software vendor Global 360 Inc. has released \$360 BPM Suite Version 8.4. The new version works with Microsoft Office, SharePoint and InfoPath, as well as Corticon Business Rules Management software. Pricing starts at \$100,000.

Learning Management System Is Launched

A NetDimensions Ltd. in Hong Kong announced the release of Version 4.0 of its Enterprise Knowledge Platform. EKP is the first learning management system to be integrated with SunGard PLC's Web services-based Open Learning Services Architecture. EKP 4.0 will ship Sept. 12, and pricing starts at \$77,000.

MARK WILLOUGHBY

Users Wait While UTM Market Roils

THE MARKETPLACE FOR multipurpose unified threat management appliances, or UTMs, the Swiss Army Knives of security and networking, is taking that proverbial fork in the road that leads to either economies of scale or the exit doors.

Appliances and UTMs are the tip of the hardware spear, with faster and more capable hardware supporting a wider mix of embedded software applications. Today, UTMs come with antispyware, antivirus, intrusion-detection, firewall and packet inspection, and antispyware capabilities, as well as VPN connections. Wi-Fi access points are more.

The march of Moore's Law adds more capability and value to these appliances for customers lacking a best-of-breed requirement, and the life-cycle, cost-of-ownership advantages for the appliances are compelling. Pundits are predicting that UTM appliances will become the dominant security delivery technology in the next two to three years. Users will do well to keep a sharp eye on the rapidly changing vendor landscape in order to keep track of their options.

Recent developments in the security industry suggest that UTM is moving from an emerging marketplace that can support multiple players to a commodity market dominated by a few large companies. Entry-level prices for appliances are hovering around \$600. Profitability means high volumes, economies of scale and razor-thin margins.

On June 20, Symantec announced that it was dropping out of the UTM marketplace, preferring to bolster its profits with higher-value products and services. Meanwhile, on July 23, WatchGuard accepted a \$151 million buyout offer that represented a small premium over the company's price per share.

Symantec says it is choosing to in-

novate with products and services in the security management arena and its merging security and storage businesses. Chief among its goals is maximizing the security-storage synergies of its Veritas acquisition, since the stakes have been raised by EMC's announced acquisition of RSA Security.

Symantec obviously sees far more profits in layering security applications, such as authentication, authorization, content security, policy management and encryption,

with multilayered virtual storage systems.

Being acquired by the \$5 billion Francisco Partners private equity firm puts all options on the table as WatchGuard becomes a wild card in Francisco's portfolio. WatchGuard could be merged with another UTM vendor to further accelerate consolidation, or if its technology could be combined with newer ones, such as network switching, in an attempt to provide differentiation and value. Another option for Francisco could be to extend the UTM business model into services and subscription revenues.

These developments among UTM vendors came as no surprise to astute users. In the past month, the UTM market race has escalated, with faster appliances introduced by Cisco, Check Point, SonicWall, Tumbleweed, CipherTrust and WatchGuard, among others. Sun chimed in with a new blade server.

New types of appliances are in the wings to accelerate XML, service-oriented architecture components, directories, authentication and authorization, and almost any type of software

that can be shrink-wrapped.

The wisdom of Symantec's strategy will be revealed in future financials. EMC recorded a net profit margin of almost 11% for its latest quarter, as a high-end vendor of storage and virtualization systems. Symantec, perhaps bruised by appliances, has some catching up to do. Its net profit margin as a multiline security vendor was 9.6% for its latest quarter.

EMC/RSA will not enter the cutthroat hardware appliance marketplace and put its profitability at risk. Consider that public appliance vendors SonicWall, Tumbleweed and WatchGuard all reported net losses for their latest quarters. CipherTrust, in the cross hairs of a \$273 million Secure Computing acquisition, is private and has worked hard to develop service differentiators to complement its appliances.

Those posting profits in the hardware appliance marketplace have tremendous scale with multiple product lines — such as Cisco, with a 22.7% net profit margin — or a unique business model. Check Point, an Israeli company that has established a software franchise, enjoys a very robust 46% net profit margin.

Even Cisco sees the risk of the high-volume, low-margin appliance business and is talking about unbundling its core IOS network software from its hardware. This move will allow Cisco to realize more value from support, training and upgrades, which are huge sources of software profit. Cisco's endgame is to winnow the ranks of UTM vendors through consolidation, ultimately presenting an opportunity to raise hardware prices.

Oracle, with net profit margins typically close to 20%, and Microsoft, usually posting net profits in excess of 30%, are not likely to enter the hardware appliance marketplace. Microsoft weathered the commodity hardware business with its Xbox game console, assuming the ironic position of supporting hardware that affords gaming software vendors higher profit margins than Microsoft makes from the gaming console. ▶

WHAT OUR OPINION?

For more columns and links to our archive go to: www.computerworld.com/analytik/columns

Congratulations Award Nominees!

The "Best Practices in Infrastructure Management" Finalists will be honored Wednesday, September 13th at Infrastructure Management World in Scottsdale, Arizona.

Computerworld's Infrastructure Management World proudly presents the "Best Practices in Infrastructure Management" Awards Program, honoring top IT user "best practice" case studies selected from a field of qualified finalists.

Finalists in each of the following categories are:

Distributed Systems and Infrastructure Implementation/Dynamic Infrastructure

- ChoicePoint, Alpharetta, Georgia
- City of Chicago, Chicago, Illinois
- Detroit Medical Center, Detroit, Michigan
- Lockheed Martin, Gaithersburg, Maryland
- Solyx Pharmaceuticals, Inc., Marietta, Georgia

Security, Risk Management and Business Continuity/Dynamic Information

- Allstate Insurance Company, Buffalo Grove, Illinois
- Army Knowledge Online, Chantilly, Virginia
- Capital Technology Information Services, Inc., Rockville, Maryland
- Marriott International, Inc., Washington, D.C.
- University of Minnesota, Minneapolis, Minnesota

Data Center and Network Consolidation/Dynamic IT

- Catholic Health Partners, Cincinnati, Ohio
- CSX, Jacksonville, Florida
- General Mills, Minneapolis, Minnesota
- Kane County, Geneva, Illinois
- TIAA-CREF, Charlotte, North Carolina

Managing to Improve TCO/ROI

- Accenture, Chicago, Illinois
- National Instruments, Austin, Texas
- Polo Ralph Lauren, Greensboro, North Carolina
- SHOPCOM, Monterey, California
- Verizon Business, Basking Ridge, New Jersey

Innovation and Promise

- Accenture, Chicago, Illinois
- CN (Canadian National Railway), Montreal, Quebec
- Duke Medicine, Durham, North Carolina
- Lockheed Martin, Orlando, Florida
- MIT Whitehead Inst. for Bio-Medical Research/MIT Biologics Center/CSB, Cambridge, Massachusetts

Judging Criteria

Judges will evaluate and rate the finalists in each category according to their substantiated Infrastructure Management solution attributes and achievements against a set of criteria such as:

- Financial return and measurable payback (return on investment, assets, resources)
- Created/protected revenue opportunities or cost savings
- Strategic importance to the business
- Business continuity and disaster recovery, resilience, availability, expandability
- Positive impact on other business/organization units
- Addresses system and departmental interoperability issues and heterogeneous platform integration challenges
- Provides a strategic advantage to the business/organization while anticipating and accommodating the deployment of future mobile and wireless solution initiatives
- Supports the efficient and reliable data, information and application management between personnel, departments, divisions, etc.
- Addresses challenges of data, information and application security, liquidity, business continuity, etc.



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Thank you to our "Best Practices in Infrastructure Management" Judges for Infrastructure Management World 2006:

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- George Petal, Assessment Waves
- Don Gibson, FedEx Kinko's Office and Print Services
- Ron Milton, Computerworld
- Mark Shrem, GlassHouse Technologies
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Unlocking the Value of Business Intelligence: Keys to Maximizing Business Performance



Introduction and Overview

Ron Milton, Executive Vice President, Computerworld



Business Intelligence Best Practice and Technology Overview

Bill Hostmann, Research Vice President, Gartner



Competing on Analytics

Thomas Davenport, President's Distinguished Professor of Information Technology and Management, Babson College



Using Technology to Get Better Answers Faster

Keith Collins, Senior Vice President and Chief Technology Officer, SAS



Hitting the Jackpot by Leveraging Business Intelligence at Harrah's

Tim Stanley, Chief Information Officer, Harrah's Entertainment



Building a Performance Management Center of Excellence

Mike Cozzi, Senior Technical Director, AT&T and Renée Romano Nacker, Executive Director, Enterprise Business Intelligence, AT&T

Optional Luncheon and Presentation: Making BI a Success – Getting the Edge

Bill Hostmann, Research Vice President, Gartner



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MANAGEMENT

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IT MENTOR

Electronic Discovery:

Managing the Unmanageable

When litigation looms, it's up to IT to manage the size and cost of e-discovery. Attorney Benjamin Barnett provides concrete, common-sense guidance. **PAGE 38**

Managers' Forum

Breadth or depth: Which is more important for advancing your career? Paul Glen weighs in. He also advises a new IT liaison on how to mend fences with alienated customers. **PAGE 37**

OPINION

Security: It's the CIO's Job

Admit it: You really don't know if your internal IT infrastructure is safe and secure. But there are things you can do to fend off catastrophe and sleep better at night, says Paul M. Ingevaldson. **PAGE 46**

Discarded and Demoralized

By Thomas Hoffman



IT workers who have been victimized by layoffs say their dismissals have left long-lasting emotional and professional scars.

As IT director at a small oil services company in Oklahoma City from 2001 to 2003, Steven Nash was a jack-of-all-trades. He first joined the company as its only IT employee, doing everything from managing Web servers to troubleshooting PCs for 25 to 30 people.

As the firm grew, it entered into a couple of joint-venture projects with larger companies and added staff to handle the extra work, including a few more IT employees. But when the two projects fell through, the oil services company found itself with more workers than it needed.

Nash went to work on a Monday in August 2003 and was given a strong annual performance review by his supervisor, who also recommended him for a raise. Two hours later, Nash met with the same supervisor, the president of the company and the head of human resources, who collectively informed him that he and seven other employees, including other members of the IT staff, were being let go.

The layoff "came as quite a shock,"

says Nash, who subsequently did contract work before landing a job as a field training coordinator at an energy company about 18 months ago. It also came at a tough time. Nash's wife wasn't working, and with three children, they had terrible making ends meet. Plus, widespread layoffs at WorldCom and other employers in Oklahoma City and Tulsa had left a glut of highly skilled IT professionals in the local market.

During the 18 months that Nash worked as a contractor, he earned \$30,000 less than he had with the oil services company, and the financial strain took its toll. "My wife and I almost went through a divorce," says Nash. "I began to doubt my ability to find another full-time job."

Fortunately, Nash's church congregation provided his family with food for six to eight months. That left Nash with enough money to pay the rent. Meanwhile, his in-laws pitched in for clothing and other expenses.

Nash has since bounced back, and he's grateful for the support that he and his family received from relatives and

Cushioning Blow

BE CANDID. Research shows that open and ongoing communication with employees about the need to cut costs and the various options being weighed is the best approach for all involved.

PROVIDE ADVANCE NOTICE WHENEVER POSSIBLE.

This helps manage layoff victims' fear in control and lets them know their job's future.

BE FAIR. Research shows that layoff victims and survivors fare better if they perceive that procedures have been just.

COMMUNICATE WITH EMPLOYEES AS INTELLIGENTLY AND MEANINGFULLY AS POSSIBLE DURING A LAYOFF.

EXPLAIN THE RATIONALE for the layoffs to victims and survivors. If additional layoffs are unlikely, it will help survivors settle down.

INSERT YOURSELF INTO THE PROCESS if your direct reports are being let go. Layoff victims find it particularly troubling to be laid off by someone at a higher level of the fast approaching hierarchy.

TREAT PEOPLE WITH DIGNITY AND RESPECT. Try to see the layoff from the perspective of the person who's being let go.

AVOID BIAS. Create a representative group of employees who can provide input on the layoff process to prevent even unintentional bias.

TAKE CARE OF PEOPLE FINANCIALLY. Following industry norms on severance pay signals respect. It also helps prevent sabotage, stealing and anger among survivors.

PROVIDE NONFINANCIAL BENEFITS such as nothing laid-off workers about internally posted positions and informing area employers that talented people are available.

friends. But the layoff has left a mark on his life, both from a personal and a professional standpoint.

"I can't say I'm completely over it," Nash says. During his probationary period at his new company last year, he kept looking over his shoulder, waiting for the ax to fall. After Nash made it through those first 90 days, his new boss told him he needed to relax.

Continuing Struggle

Tens of thousands of IT professionals have felt the sting of layoffs and outsourcing over the past six years. Joblessness among IT professionals became acute after the dot-com bust in mid-2000, and the economic fallout of the Sept. 11 attacks in 2001 made it a double whammy.

Although the economy has since strengthened, and demand for skilled IT professionals is on the rise, many people who were laid off during this period have struggled to put their personal and professional lives back together.

"In American society, our professions are such a big part of how we identify ourselves," says Boris Wiesenfeld, an associate professor of management at New York University's Stern School of Management. "Think about it. The prevailing question at parties is, 'What do you do for a living?' People feel like they're part of a community in their workplaces. So when someone is laid off, they feel like they've lost their community, even their family."

That sense of community can be particularly tight among developers, who sometimes work closely together for months or even years at a time. After Cliff Woods joined Beneficial Finance in 1995 as a team development leader in Tampa, Fla., he and a group of developers worked together on a Visa/MasterCard project. They became close over the next few years and continue to stay in touch with one another.

When Household Finance Corp. acquired Beneficial in 1998, Woods was one of the employees laid off. "From an emotional standpoint, it was very difficult" separating from other members of the project team, says Woods, who is currently an application systems manager for the Southwest Florida Water Management District in Tampa.

Being fired from a job that you've poured your heart and soul into can be particularly gut-wrenching.

When Sharon Way first started as director of applications in the Secaucus, N.J., office of Amsterdam-based Gucci Group NV in 2000, she says, "It was the best 18 months I've had" in 30 years

of management experience. "But my wife and I almost went through a divorce. I began to doubt my ability to find

another full-time job."

Steven Nash,
Field training coordinator,
on his layoff experience

as an IT professional. But after a senior management upheaval in 2002, Way was one of several managers let go.

Even though she was able to come to grips with the layoff and roll with the punches, "it hasn't left her untouched." "I lost part of my soul there," says Way, who after a two-month layoff joined Vittamer Shoppe Industries Inc. in North Bergen, N.J., as manager of application development.

The layoff certainly changed her professional outlook. "I don't try as hard as I used to," says Way. "I used to work 60-to-70-hour weeks and then do work on top of that. Now, I do my 50 and not make myself sick."

Layoffs are demoralizing under any circumstances, but hitting badly, they can be even worse. In 1997, Dennis Nelson was laid off by his managers at Dun & Bradstreet Software that he had to train his replacement — an H-IB visa holder — if he wanted to receive his severance package.

Nelson is a five-time layoff victim during his 35-year IT career, says that was only one of many blows to his psyche. Like other laid-off IT workers, he couldn't always be fussy about interim employment. "You've got to keep working until you can find another job," he says. "It's tough to leave an \$80,000-a-year job to flip hamburgers."

Each layoff wreaked havoc on his emotional mind-set. "I happen to be a diabetic, and I've been in tears not knowing if I'd be able to pay for my medication," says Nelson, now a senior application developer at Information Technology Inc. in Birmingham, Ala.

New Attitudes

Several IT professionals interviewed for this story said the layoff experience has soured them on a vocation they once loved. "What it comes down to is that we're all temp; there are no per-

manent employees," says Glenn Deles, a systems engineer at Tals Corp., a human resources and business process outsourcing provider in St. Louis.

Deles was laid off in April 2004 by Terapogos, a St. Louis-based IT services provider, after it was acquired by WebMD Inc. For the first two months after the deal was announced, Deles was told repeatedly that his job was safe. Then one day he was called into the company's HR office and let go.

Deles, who has been laid off four times in his 24 years as an IT professional, has tried to remain pragmatic about it. "There's no other choice," he says. "Being laid off is an impersonal thing. When you're told you no longer have a job, you don't know if it's because they don't like you or if it's a matter of finances."

Still, many people can't help but take it personally. Nelson, for example, admits that since his first layoff — in 1991, when his employer, Citi/Swissair Corp., was acquired by NUCNBN Corp. to form NationsBank — he has put up a wall. "I don't get involved with people like I used to," he says. "I probably never recovered from that layoff. It was like family."

Workers who are victimized by layoffs often go through the same type of grieving cycle experienced by those who have lost loved ones, says NYU's Wiesenfeld. Those cycles, noted by psychiatrist Elisabeth Kubler-Ross in her groundbreaking book *On Death and Dying*, include shock, denial, anger, depression and acceptance.

Way says that ultimately, what matters isn't what happens to you but whether you're able to grow over it. "The most important thing that happens when you lose a job — particularly one that you like — is the ability to heal, which I did at my own pace," she says.

Nash says senior executives need to focus less on earnings targets and more on an organization's most important asset: its people. "One of the failacies of laying people off is that it's not personal; it's just business," he says. "That's a lie. It's always personal."

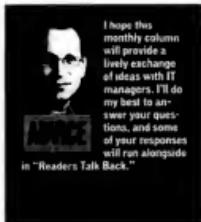
Life After a Layoff

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MANAGERS' FORUM



I hope this monthly column will provide a lively exchange of ideas with IT managers. I'll do my best to answer your questions, and some of your responses will run alongside

in "Readers Talk Back."

Q Do you think it is necessary to move around in IT and gain experience in a variety of areas in order to move up, or should I specialize and develop in-depth knowledge in just one or two areas? Is it advisable to gain business unit experience in addition to IT experience?

I'd say it really depends on the career goals of the person who is asking the question.

More and more enlightened IT shops are developing parallel career ladders, one for management and another that's purely technical. People in these departments get to choose which path to follow and sometimes can hop from one to another after some experimentation. This way, technical people who don't want to manage don't run out of career advancement opportunities too early. They have the opportunity to continue to grow in value, be recognized for it and earn more without putting on the suit.

So the question really has to be answered differently depending on the

direction that the person wants to go. If someone's goal is to move up through the management ranks, I'd say that moving around and gaining business unit experience is more important than developing technical depth. No matter how technical someone is, once he chooses to make a leap to the management track, his primary value to the organization is no longer in his technical skills.

If the person chooses the management role, his breadth of experience, provided that it has been digested and converted into knowledge and wisdom, will be much more important than his technical skills. As time goes on, his technical skills will strengthen anyway. (Yeah, I know that I just annoyed a bunch of you, but it's true.)

If the person wants to remain technical throughout his career, then technical depth becomes most important. But even within the purely technical ranks, moving around within IT and the business is still valuable.

Moving around in IT offers a person a much broader perspective to bring to bear on problems, even if he attends to remain relatively close to a technical home base over the long run. For example, architects who have spent time in user support are much more sensitive to issues of supportability, deployment, troubleshooting, work-arounds and upgradability than those who have never left the ivory tower. Data modelers who have spent time in business units better understand what they are modeling and can offer much richer advice than those who haven't.

In either case, I think that moving around is a great idea, so it's just a matter of priorities.

Q There is a long history of animosity between my user group and the IT department. I am now the liaison between the user organization and the IT department, and the sponsor is always upset with me. What can I do to improve the relationship?

Ah, fun. Who did you annoy to get this plum assignment? Actually, it may not be so bad.

We all like to think that we create our own positions and are in control of our successes and failures. But that's rarely completely true. Most of us take on jobs that others have held before us, and we live with their legacies for better or worse. You may follow a gnat, or you may follow a prince. Both paths have challenges, but the challenges are different.

In some ways, things could be worse. When you take over a failing relationship, there's nowhere for you to go but up. If your client has low expectations, it's easier to exceed them than it would be if he expected great things of you. If you were following a beloved figure who maintained a perfect working relationship, the bar would be set much higher for you.

Anyway, the first thing you've got to do is to figure out what's really going on with the sponsor. Here are the general possibilities:

1. He's really upset with you personally.
2. He's upset about the quality of products and services he is receiving from your department.
3. He's still upset about past relationships and/or service.
4. He's got a combination of some or all of the above.

If he's upset with you personally, you've got to figure out what you've done and try to make amends. Since you're new, this is the least likely scenario. Unless you've really gotten off on the wrong foot, chances are the problem is elsewhere.

If he's upset about the quality of current services, then you need to show him empathy for and understanding of this dissatisfaction. You need to acknowledge his feelings about the facts of the services. Then you need to work together to develop a strategy to get him more of what he wants. If he sees you as an ally, he can still be upset with the department, but not with you.

If he's still upset about the past, there's not much you can do besides acknowledge the failures of your predecessors and the department and apologize. Try to get him past those old wounds and let him see that you are going to try to make things better.

READERS TALK BACK

I can't agree with the reader's conclusion on "the project manager as politician" in the recent Managers' Forum in Computerworld. In fact, it appears to me that he has jumped to conclusions.

Certainly, it is true that a project leader should not necessarily need direct control (i.e., formal authority) over others in order to gain their cooperation. But what if he's not getting cooperation? Without knowing any details, how do we jump to the conclusion that the project leader's personal skills are deficient? Isn't it at least possible that there are other contributing factors? Conceivably, there could be good reasons why someone is failing to cooperate, or there could be bad ones, and those factors might have little to do with the project leader's personal skills.

In actual practice, management typically blames the project leader without ever trying to look at facts. This doesn't solve the problem or contribute to its resolution. It merely provides the manager with a convenient excuse to dump the problem back on the project leader's lap.

Somewhere, managers find a way to justify that as effective leadership, Common sense should tell us that if it is actually dysfunctional! It is a do-nothing style of leadership that accomplishes absolutely nothing.

-WTR

Cushioning Blow

friends. But the layoff has left a mark on his life, both from a personal and a professional standpoint.

"I can't say I'm completely over it," Nash says. During his probationary period at his new company last year, he kept looking over his shoulder, waiting for the ax to fall. After Nash made it through those first 90 days, his new boss told him he needed to relax.

Continuing Struggle

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"I can't say I'm completely over it," Nash says. During his probationary period at his new company last year, he kept looking over his shoulder, waiting for the ax to fall. After Nash made it through those first 90 days, his new boss told him he needed to relax.

Continuing Struggle

Tens of thousands of IT professionals have felt the sting of layoffs and outsourcing over the past six years. Joblessness among IT professionals became acute after the dot-com bust in mid-2000, and the economic fallout of the Sept. 11 attacks in 2001 made it a double whammy.

Although the economy has since strengthened, and demand for skilled IT professionals is on the rise, many people who were laid off during this period have struggled to put their personal and professional lives back together.

"In American society, our professions are such a big part of how we identify ourselves," says Batia Wiesenfeld, an associate professor of management at New York University's Stern School of Management. "Think about it: The prevailing question at parties is, 'What do you do for a living?' People feel like they're part of a community in their workplaces. So when someone is laid off, they feel like they've lost their community, even their family."

That sense of community can be particularly tight among developers, who sometimes work closely together for months or even years at a time. After Clint Woods joined Beneficial Finance in 1993 as a team development leader in Tampa, Fla., he and a group of developers worked together on a Visa/MasterCard project. They became close over the next few years and continue to stay in touch with one another.

When Household Finance Corp. acquired Beneficial in 1998, Woods was one of the employees laid off. "From an emotional standpoint, it was very difficult" separating from other members of the project team, says Woods, who is currently an application systems manager for the Southwest Florida Water Management District in Tampa.

Being fired from a job that you've poured your heart and soul into can be particularly gut-wrenching.

When Sharon Way first started as director of applications in the Secaucus, N.J., office of Amsterdam-based Gucci Group NV in 2000, she says, "it was the best 18 months I've had" in 30 years

as an IT professional. But after a senior management upheaval in 2002, Way was one of several managers let go.

Even though she was able to come to grips with the layoff and "roll with the punches," it hasn't left her untouched. "I lost part of my soul there," says Way, who after a two-month layoff joined Vitamin Shoppe Industries Inc. in North Bergen, N.J., as manager of application development.

The layoff certainly changed her professional outlook. "I don't try as hard as I used to," says Way. "I used to work 60-to-70-hour weeks and then do work on top of that. Now, I'll do my 50 and not make myself sick."

Layoffs are demoralizing under any circumstances, but handled badly, they can be even worse. In 1997, Glenis Nelson was told by his managers at Dun & Bradstreet Software that he had to train his replacement — an H-IB visa holder — if he wanted to receive his severance package.

Nelson, a five-time layoff victim during his 35-year IT career, says that was only one of many blows to his psyche. Like other laid-off IT workers, he couldn't always be fussy about interim employment. "You've got to keep working until you can find another job," he says. "It's tough to leave an \$80,000-a-year job to flip hamburgers."

Each layoff wreaked havoc on his emotional mind-set. "I happen to be a diabetic, and I've been in tears not knowing if I'd be able to pay for my medication," says Nelson, now a senior application developer at Information Technology Inc. in Birmingham, Ala.

New Attitudes

Several IT professionals interviewed for this story said the layoff experience has soured them on a vocation they once loved. "What it comes down to is that we're all temp; there are no per-

manent employees," says Glenn Deles, a systems engineer at Taxis Corp., a human resources and business process outsourcing provider in St. Louis.

Deles was laid off in April 2004 by Terologic, a St. Louis-based IT services provider, after it was acquired by WebMD Inc.

Deles was told repeatedly that his job was safe. Then one day he was called into the company's HR office and let go.

Deles, who has been laid off four times in his 24 years as an IT professional, has tried to remain pragmatic about it. "There's no other choice," he says. "Being laid off is an impersonal thing. When you're told you no longer have a job, you don't know if it's because they don't like you or if it's a matter of finances."

Still, many people can't help but take it personally. Nelson, for example, admits that since his first layoff — in 1991, when his employer, C&S/Sovran Corp., was acquired by NCNB Corp. to form NationsBank — he has put up a wall. "I don't get involved with people like I used to," he says. "I probably never recovered from that layoff. It was like family."

Workers who are victimized by layoffs often go through the same type of grieving cycle experienced by those who have lost loved ones, says NYU's Wiesenfeld. Those cycles, noted by psychiatrist Elisabeth Kubler-Ross in her groundbreaking book *On Death and Dying*, include shock, denial, anger, depression and acceptance.

Way says that ultimately, what matters isn't what happens to you but whether you're able to get over it. "The most important thing that happens when you lose a job — particularly one that you like — is the ability to heal, which I did at my own pace," she says.

Nash says senior executives need to focus less on earnings targets and more on an organization's most important asset: its people. "One of the fallacies of laying people off is that 'it's not personal; it's just business,'" he says. "That's a lie. It's always personal."

Life After a Layoff

MANAGERS' FORUM



I hope this monthly column will provide a lively exchange of ideas with IT managers. I'll do my best to answer your questions, and some of your responses will run alongside

in "Readers Talk Back."

If someone's goal is to move up through the management ranks, I'd say that moving around and gaining business unit experience is more important than developing technical depth. No matter how technical someone is, once he chooses to make a leap to the management track, his primary value to the organization is no longer in his technical skills.

Once the person chooses the management role, his breadth of experience, provided that it has been digested and converted into knowledge and wisdom, will be much more important than his technical skills. As time goes on, his technical skills will atrophy anyway. (Yeah, I know that I just annoyed a bunch of you, but it's true.)

If the person wants to remain technical throughout his career, then technical depth becomes more important. But even within the purely technical ranks, moving around within IT and the business is still valuable.

Moving around in IT offers a person a much broader perspective to bring to bear on problems, even if he intends to remain relatively close to a technical home base over the long run. For example, architects who have spent time in user support are much more sensitive to issues of susceptibility, deployment, troubleshooting, work-arounds and upgradability than those who have never left the ivory tower. Data modelers who have spent time in business units better understand what they are modeling and can offer much richer advice than those who haven't.

In either case, I think that moving around is a great idea, so it's just a matter of priorities.

Q Do you think it is necessary to move around in IT and gain experience in a variety of areas in order to move up, or should I specialize and develop in-depth knowledge in just one or two areas? Is it advisable to gain business unit experience in addition to IT experience?

I'd say it really depends on the career goals of the person who is asking the question.

More and more enlightened IT shops are developing parallel career ladders, one for management and another that's purely technical. People in these departments get to choose which path to follow and sometimes can hop from one to another after some experimentation. This way, technical people who don't want to manage don't run out of career advancement opportunities too early. They have the opportunity to continue to grow in value, he recognized for it and earn more without putting on the suit.

So the question really has to be answered differently depending on the

Q There is a long history of animosity between my user group and the IT department. I am now the liaison between the user organization and the IT department, and the sponsor is always upset with me. What can I do to improve the relationship?

Ah, fun. Who did you annoy to get this pamphlet assignment? Actually, it may not be so bad.

We all like to think that we create our own positions and are in control of our successes and failures. But that's rarely completely true. Most of us take on jobs that others have held before us, and we live with their legacies for better or for worse. You may follow a goat, or you may follow a prince. Both paths have challenges, but the challenges are different.

In some ways, things could be worse. When you take over a failing relationship, there's nowhere for you to go but up. If your client has low expectations, it's easier to exceed them than it would be if he expected great things of you. If you were following a beloved figure who maintained a perfect working relationship, the bar would be set much higher for you.

Anyway, the first thing you've got to do is to figure out what's really going on with the sponsor. Here are the general possibilities:

1. He's really upset with you personally.
 2. He's upset about the quality of products and services he is receiving from your department.
 3. He's still upset about past relationships and/or service.
 4. He's got a combination of some or all of the above.

If he's upset with you personally, you've got to figure out what you've done and try to make amends. Since you're new, this is the least likely scenario. Unless you've really gotten off on the wrong foot, chances are the problem is elsewhere.

If he's upset about the quality of current services, then you need to show some empathy for and understanding of his dissatisfaction. You need to acknowledge his feelings about the facts of the services. Then you need to work together to develop a strategy to get him more of what he wants. If he sees you as an ally, he can still be upset with the department but not with you.

If he's still upset about the past, there's not much you can do besides acknowledge the failures of your predecessors and the department and apologize. Try to get him past those old wounds and let him see that you are going to try to make things better. *

READERS TALK BACK



Managing the Unmanageable

THE E-MAIL or voice-mail message has a familiar and ominous tone: "This is (insert name of in-house counsel here) from the law department. It looks like there may be some litigation involving (insert product name). We don't have a copy of the complaint (or subpoena) yet, but we know we are going to have a pretty tight deadline for responding, and we will need to coordinate with your IT department. You may receive a call from (insert name of law firm you have never heard of before) in the next couple of days to discuss what we need to do in terms of data preservation and our response. If you have any questions, please call or shoot me an e-mail. Thanks very much and have a good day."

And so it begins. It will not be a good day. This message may be the call to arms in an electronic discovery battle that may materially affect your IT plans, projects, personnel and budget.

The critical qualifier is "may." The legal press is choc-full of articles, written by lawyers for lawyers, about how to manage e-discovery. Missing has been straightforward guidance for CIOs about their e-discovery management role. I hope to fill this gap by providing concrete and common-sense steps that you and your IT team can take to effectively manage the size and cost of e-discovery. The first step in this process is to understand some of the e-discovery rules of engagement.

Rule 1: Managing e-discovery is now part of your job.

It may not be in your job description or part of your annual review, but like it or not, you and the IT department are the "e" in e-discovery. You know the data and the systems. You are uniquely qualified to evaluate the cost and complexity of converting corporate data to data for use in litigation. The simple fact is that you and your colleagues from Legal must hang together, or you will hang separately.

Rule 2: E-discovery (for the most part) is a one-way street.

The relevance standards that govern discovery in civil litigation are fairly liberal. This means that your opponent can demand a wide range of informa-

tion that may or may not seem germane to you. This is not likely to change. Little is gained by railing against the unfairness, inequity or expense of the current system. So get educated (but see Rule 3) and get on with it.

RULE 3:

Legal landmarks in the e-discovery minefield are few and far between.

There are no universal legal standards that apply to e-discovery in federal and state civil cases. Although courts have recently started to address electronic discovery, some of these decisions are based on the facts of individual cases and can't—or shouldn't—become national standards. New federal rules that relate to e-discovery will become effective in December, but these appear to institutionalize, not limit, the process. In any event, no one knows now how federal courts will interpret these rules. In short, you must recognize that there may not be clear legal answers to some of the questions that you and your legal colleagues will face, and there are no off-the-shelf, one-size-fits-all solutions that will make all of your e-discovery worries go away.

RULE 4:

E-discovery is a standard arrow in the quiver of your company's opponents.

Like Willie Sutton, who robbed banks because that's where the money is, opposing counsel will target IT because that's where the discoverable information is. E-discovery can be a form of legal judo, where the size and complexity of your IT system will be used against you in an effort to justify sweeping demands for documents or data, depositions of IT personnel and the entry of Draconian discovery orders. The fight is coming, so you need to prepare.

RULE 5:

Adverse e-discovery decisions can have a material impact on you and your company.

National news coverage over the past four years regarding allegations of data destruction or data mismanagement involving Fortune 100 companies makes it clear that the risks associated with e-discovery can have a significant effect on a company and its counsel: criminal convictions, bankruptcy, punitive jury awards, negative publicity, government fines and people losing their jobs. Enough said.

Given all this good news — new job responsibilities, few existing standards, determined and coordinated opponents, and huge risks if things go badly — you might reasonably ask what you and your company can do to prepare.

The short answer is, plenty.

While it is tempting to be swayed by promises of deliverance from the e-discovery Leviathan, one-stop shopping or off-the-shelf software rarely works because every company is different. The real solution lies in commonsense management methods built on planning, communication, execution and evaluation. In fact, in all likelihood, you already have the necessary expertise and resources at your disposal.

I offer no miracle cure for ridding your company of e-discovery ills. Rather, I've outlined steps below to start and guide a dialogue between the legal and IT departments so that together you can create and defend a legal discovery plan that works for your company.

1. Demand a seat at the table.

You can't manage e-discovery from the sidelines. IT must have a seat and a voice at the conference table where initial and ongoing discovery decisions are made. Input from IT will be invaluable in helping your company's senior management and attorneys understand the IT structure and the implications of e-discovery demands on the business. Once you have that seat and clear authority, you need to . . .

2. Understand the litigation inside and out.

Information is power in e-discovery. You can't function as an equal team member or adviser unless you know what your company is up against. Remember, you're the expert. Immediately after notification of potential litigation, assemble your team and schedule an open-ended meeting (no one-hour limit, no BlackBerry!) with your company's counsel to learn everything you can about the litigation. Your questions should cover all relevant areas and be exhaustive: Will this litigation involve a single case or thousands of cases? How many employees does it implicate? Which documents and data need to be preserved? What types of data are likely to be requested? How long will this go on? At this meeting, you also must be prepared to answer questions so that you can . . .

3. Educate your attorneys.

Any misunderstanding between your legal and IT departments can benefit your opponents. To lessen this risk,

make certain that you speak a common language and that your in-house and outside attorneys understand both your IT structure and how your IT processes can be affected by e-discovery. This may require multiple representatives who speak for the various components of your IT organization. This role of educator and adviser is both immediate (one can preserve data only if one knows where the data is) and ongoing (discovery is necessarily evolutionary as the parties learn more about a case). When you understand the litigation and your counsel understands your IT organization, you are both prepared to . . .

4. Craft an overall discovery plan.

Armed with a mutual understanding of the looming litigation and your IT structure, your team should map out its global e-discovery plan for the preservation, collection, review and production of the relevant documents and data. This plan should not only ensure that your company meets its legal obligations, but also be commensurate with the potential scope of the litigation, reduce the burden on ongoing business operations, be cost-effective, be strategic in selecting the discovery battles to fight, and be aligned with the company's trial and public relations plan. Creating and regularly re-evaluating this plan will also give you a valuable opportunity to . . .

5. Learn the players.

E-discovery in any significant litigation will involve in-house counsel, outside counsel and potentially a broad array of vendors. These individuals will effectively serve as your larger team. Solid team and individual relationships are critical to withstanding and overcoming the inherent pressure of litigation. Building relationships takes time and commitment, but investment in both will pay significant dividends in the long run. All of this effort can be undone, however, unless there is a process in place to . . .

6. Communicate in real time.

Many mistakes in e-discovery are simply the result of poor communication: Data isn't preserved because the responsible IT staffers weren't told that it needed to be preserved, or a production deadline isn't met because counsel didn't understand or appreciate the complexity involved. While it's difficult to prevent such errors entirely, there must be a communication system in place so that everyone involved knows of litigation developments immediately. This communication plan should also

include a decision-making body that can resolve any conflicts that arise within the e-discovery team.

By implementing these steps in a consistent and coordinated fashion, your IT team will be able to play its proper role in working with your company's counsel to help manage the risks and costs associated with electronic discovery. At that point, calls from your legal department concerning e-discovery will simply trigger your existing e-discovery plan — instead of the current dread — and that will make for a better day for both you and your company. ■

Barnett is a partner at Dechert LLP in Philadelphia who specializes in helping companies prepare for and manage electronic discovery. Contact him at benjamin.barnett@dechert.com.

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{ KEY ELEMENTS OF A DISCOVERY PLAN }

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Barnett is a partner at Dechert LLP in Philadelphia who specializes in helping companies prepare for and manage electronic discovery. Contact him at benjamin.barnett@dechert.com.

EXEC TRACK

Boushey Named Casino President

JOHN M. BOUSHEY has been appointed president of Ameristar Casinos Inc. in Las Vegas. In this position, he will be responsible for leading operations, finance, human resources, marketing, IT, food and beverage services, administration, communications and entertainment and will participate in the company's pursuit of development opportunities. Previously, Boushey had a long career as a senior executive at Harrah's Entertainment Inc. He left Harrah's in 1995 after initiating its IT initiative beginning in 1995 and served as CIO from 1995 to 2003. In addition to serving as senior vice president of business operations and design and construction beginning in 1995. In 2004, he became chief information officer for Caesars Entertainment Inc.

Gillingham Joins

Mosaid Technologies

Kanata, Ontario-based semiconductor maker Mosaid Technologies Inc. announced that **PETER GILLINGHAM** will be the new president of vice president and chief technology officer. Previously, he was vice president and general manager of the intellectual property division.

U.S. Education Dept. Appoints Vajda CIO

Secretary of Education Margaret Spellings has named **WILLIAM VAJDA** CIO at the U.S. Department of Education. Previously, Vajda held senior positions at the departments of Defense and the Treasury and in the private sector.

NASA Appoints

Meltonius Acting CIO

JAMES MELTONIUS has been named acting CIO at NASA, succeeding Patricia L. Darragh. Previously, he served as the agency's CTO, CIO and chief architect for the Office of the CIO. Meltonius joined NASA from Bell Laboratories, where he served as vice president of the Software Technology Center.

PAUL M. INGEVALDSON

Security: It's the CIO's Job

DMIT IT. You really don't know if your internal IT infrastructure is safe and secure.

Sure, your security staffers have assured you that they have it under control. What else are they going to say? But way down deep, you have this nagging question: "Could someone penetrate and disable our systems and networks?" This concern has been greatly increased by the intense regulatory focus in the wake of the passage of the Sarbanes-Oxley Act. And no wonder: There is probably no event in the area of IT that is more devastating to a company and more embarrassing to a CIO than a significant security breach.

I believe that most CIOs share this feeling of uncertainty. It's not that you don't trust your staff; it's just that you don't know for sure. You can admire your physical and biometric security, alarms and fire-alarm systems. You can rightfully claim that everything short of putting your hot sites and alternative data centers into bunkers was done appropriately.

But what about the possibility of a hacker penetrating your systems? The motivation for this type of attack could be competitive advantage, revenge on the part of a disgruntled employee or just free-floating malice.

Again, the question is, "Are we prepared?"

Your security staffers can assure you of their expertise and vigilance, but you can't really know your level of protection. What do you know is that when security firms do penetration testing to see if systems are safe, most of the time they get in.

I maintain that this kind of exposure is a lot more likely than fire, flood or

a plane landing hard on your roof. This kind of risk can become reality at any time, despite any physical constraints that may be in place.

When I was a CIO, I felt I could survive a bug in a system, a hardware failure or a missed estimate. But I knew I would have a much tougher time overcoming a severe internal system breach.

Just consider the uproar caused by the recent security problems at the Department of Veterans Affairs. Security issues like those certainly used to keep me up at night.

Here's an action plan to mitigate some of these concerns:

Have regular meetings with your security staff to better understand the risks. The agenda should include worms, viruses, spyware and spam. This type of meeting has a number of benefits. The first is that it will enable you to become more aware of and conversant with the state of your security. You'll get to know your security people and better gauge their competency and loyalty. You'll be able to determine whether

your security department is properly funded, given the perceived risks. Regular meetings will show the security group that you believe its role is critical to the company.

Meet with the representatives of your security vendors. This will have much the same effect on them as it does on your internal staff. Consider attending vendor security briefings or conferences. They will enhance your understanding while giving you a chance to meet some of those companies' senior executives.

Get familiar with your IT infrastructure security policy. If there isn't one, make sure one is created. The policy should cover all the infrastructure risks — both technological and human — and outline what is being done to minimize them. It should include rules regarding the removal of sensitive information on the hard drives of laptops. It should also document the recovery process that will go into effect if all of the safeguards fail.

Test your emergency response preparedness at least once a year. Evaluate the effectiveness of your assigned team, determine what needs to be done to improve the results, and do it.

Convene a penetration test that will give you an unbiased picture of your level of preparedness. Control this process. Be sure the test is designed to deliver unvarnished results, not what your staff thinks you want to hear.

At the conclusion of these five steps, you and your staff will have a much better understanding of your security defenses.

At the very least, should something bad happen, you'll be able to say, "I understand the problem, and here is what we are doing about it."

Remember, as CIO, you are responsible for the security of the IT infrastructure. Be sure you know how it works. Then get a good night's sleep.

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"I've never seen such large amounts of text indexed so quickly" — Michael S. Koenig, Founder, Stone Text Center

— Andrew Stigman

"dtSearch is fast"

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FRANK HAYES • FRANKLY SPEAKING

Quack Hackers

HOAX HACKS. Rigged demos of make-believe security holes. Those, it appears, are the real big news that came out of the Black Hat USA security conference earlier this month. Two of the headline-grabbingest claims by independent security researchers at the show have since turned out to be bogus.

One, a reportedly easy-to-exploit security problem in a Cisco firewall appliance, isn't reproducible. The other, an allegedly even-easier-to-exploit hole in Apple's Wi-Fi drivers, didn't actually involve attacking Apple's products after all.

So much for one of IT's last great myths: the honest hacker.

Hey, I still believe honest hackers exist. More than a dozen security problems were showcased by Black Hatters this year. Some have already been fixed; some have hardware and software vendors hard at work correcting very real issues.

Lots of the people who turned up those problems gained their security expertise the old-fashioned way: by hacking into systems they weren't supposed to be anywhere near. They've since cleaned up, dressed up and hung out their shingles as security researchers. But we know at heart they're still hackers.

And that's been highly valuable to us, especially since IT product vendors aren't always, um, completely candid about security issues. These hackers compete to build credibility by finding security holes and telling us about them. It's in their interest to be honest players in this free market for information about IT vulnerabilities. That's how they build business.

Vendors don't much like it — security holes make them look bad. And it's a pain for us to learn that our production systems are at risk. But the real bad guys already know about these flaws. We're just finding out what we need to know to protect ourselves — at least when the hackers keep it honest.

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True enough: A drive-by cheap shot at Cisco or Apple is sure to score headlines. Never mind the collateral damage to the credibility of other security researchers or to the trust of their potential customers in corporate IT.

IT people don't need more dog-and-pony shows. We've been cleaning up the mess from those for years.

We need security research we can trust. And the stuff Black Hatters are selling just got harder to buy.

But even if we now have to view these researchers with the same jaundiced eye we once reserved for our most shameless vendors, they're still worth our attention. We may believe them less, but we haven't gotten much choice.

After all, when it comes to uncovering security holes, if you can't trust backers, who can you trust?



FRANK HAYES, Computerworld's senior news columnist, has covered IT for more than 20 years. Contact him at fhayes@computerworld.com.

Reality – What a Concept!

Developer pilot fish turns the species for a new application into a schedule, and within a few days, he hears back from the manager. "We don't have five months to do the work; we've only got three," he tells fish. All the features you specified will take five months to develop, fish points out. "But five months is too long. We've already told the customer we'll deliver in three months," says fish. "I replied, 'You can put three months down on your plan if you want, but the work is still going to take five.' He looked at me, huffed, and then started removing features so we could do the work in three months."

Speak Up!



train stopped next to the building. The rail car's radio was being picked up by the cheap speakers on her PC."

Too Possible!

User's keyboard generates random characters, and when support pilot fish examines it, he gets a laptop of water. "The user had no memory a look at his hand," says fish. "I was about to ask her what she spilled but then noticed a wet spot on the ceiling. Apparently, rain from the weekend had leaked onto the keyboard. I replaced the keyboard, moved the user to a drier area and called maintenance to repair the roof."

Never Mind Why It Works

Pilot fish overhauls two programmers starting at a cursor. Fred: "Fred, I don't know what causes the bug, but if I run the debugger enough times, it goes away." Barney: "Well then, we just need to make sure to run the debugger a lot." Fred: "I wonder what causes it." Barney: "At least we have a solution now."

SHARK WONDERS what true tale of IT life you have to tell. Send it to sharky@computerworld.com, and you'll score a shiny shark shirt! (I use it. And check out Sharky's blog, www.computerworld.com/sharky.)

FRANK HAYES ■ FRANKLY SPEAKING

Quack Hackers

HOAX HACKS. Rigged demos of make-believe security holes. Those, it appears, are the *real* big news that came out of the Black Hat USA security conference earlier this month. Two of the headline-grabbingest claims by independent security researchers at the show have since turned out to be bogus.

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